

Cabinet

Agenda

MONDAY
5 DECEMBER 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 November 2016

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

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

PUBLIC NOTICE

The Cabinet hereby gives notice of its intention to hold part of this meeting in private to consider items (19 to 24) which are exempt under paragraph 3 of Schedule 12A to the Local Government Act 1972, in that they relate to the financial or business affairs of any particular person, including the authority holding the information.

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

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

DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on non-exempt item numbers **4 - 16** 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 30 November 2016.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 7 December 2016**. Items on the agenda may be called in to the relevant Accountability Committee.

The deadline for receipt of call-in requests is: **Monday 12 December 2016**. 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 12 December 2016**.

Cabinet Agenda

5 December 2016

<u>Item</u>	<u>Pages</u>
1. MINUTES OF THE CABINET MEETING HELD ON 7 NOVEMBER 2016	1 - 12
2. APOLOGIES FOR ABSENCE	
3. DECLARATION OF INTERESTS	
<p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Audit, Pensions and Standards Committee.</p>	
4. CORPORATE REVENUE MONITOR 2016/17 - MONTH 5	13 - 48
5. CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS 2016/17 - SECOND QUARTER	49 - 63
6. ICT TRANSITION - ASSURING SERVICE CONTINUITY PHASE 3 - TRANSFORMATION OF TELEPHONY AND NETWORK SERVICES	64 - 69

7.	SUBSCRIPTIONS/AFFILIATIONS FOR EXTERNAL ORGANISATIONS 2017/18	70 - 75
8.	COMMISSIONING AND PROCUREMENT STRATEGY FOR THE TRANSLATION AND INTERPRETING SERVICE	76 - 81
9.	EXTRA CARE PROCUREMENT & COMMISSIONING STRATEGY	82 - 90
10.	DEVELOPING THE JOINT HEALTH AND WELLBEING STRATEGY 2016-2021	91 - 130
11.	EMISSION LINKED PARKING PERMITS	131 - 152
12.	TFL FUNDED INTEGRATED TRANSPORT INVESTMENT PROGRAMME 2017/18	153 - 165
13.	ROLL-OUT OF TELEPHONE PARKING AND PROCUREMENT OF REPLACEMENT PAY AND DISPLAY MACHINES	166 - 170
14.	RIVERSIDE STUDIOS AND QUEENS WHARF, QUEEN CAROLINE STREET & CRISP ROAD - SECTION 278 HIGHWAY WORKS	171 - 173
15.	SEAGRAVE ROAD, RICKETT STREET AND LILLIE ROAD - SECTION 278 HIGHWAY WORKS	174 - 177
16.	IMPROVING PRIVATE RENTING	178 - 365
17.	FORWARD PLAN OF KEY DECISIONS	366 - 385
18.	EXCLUSION OF PRESS AND PUBLIC The Cabinet is invited to resolve, under Section 100A (4) of the Local Government Act 1972, that the public and press be excluded from the meeting during the consideration of the following items of business, on the grounds that they contain the likely disclosure of exempt information, as defined in paragraph 3 of Schedule 12A of the said Act, and that the public interest in maintaining the exemption currently outweighs the public interest in disclosing the information.	
19.	EXEMPT MINUTES OF THE CABINET MEETING HELD ON 7 NOVEMBER 2016 (E)	
20.	ICT TRANSITION - ASSURING SERVICE CONTINUITY PHASE 3 - TRANSFORMATION OF TELEPHONY AND NETWORK SERVICES : EXEMPT ASPECTS (E)	
21.	COMMISSIONING AND PROCUREMENT STRATEGY FOR THE TRANSLATION AND INTERPRETING SERVICE : EXEMPT ASPECTS	

- 22. EXTRA CARE PROCUREMENT & COMMISSIONING STRATEGY :
EXEMPT ASPECTS (E)**
- 23. ROLL-OUT OF TELEPHONE PARKING AND PROCUREMENT OF
REPLACEMENT PAY AND DISPLAY MACHINES : EXEMPT
ASPECTS (E)**
- 24. EMISSION LINKED PARKING PERMITS : EXEMPT ASPECTS (E)**

London Borough of Hammersmith & Fulham

Cabinet Minutes



Monday 7 November 2016

PRESENT

Councillor Ben Coleman, Cabinet Member for Commercial Revenue and Resident Satisfaction

Councillor Stephen Cowan, Leader of the Council

Councillor Sue Fennimore, Cabinet Member for Social Inclusion

Councillor 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

ALSO PRESENT

Councillor Sharon Holder

70. MINUTES OF THE CABINET MEETING HELD ON 10 OCTOBER 2016

RESOLVED:

That the minutes of the meeting of the Cabinet held on 10th October 2016 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

71. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Mike Cartwright, Sue Macmillan and Max Schmid.

The Leader on behalf of the Cabinet extended his congratulations to Councillor Sue Macmillan who had a baby boy a couple of weeks ago and is now on maternity leave. He stated that in her absence, the discharge of the executive functions of the Cabinet Member for Children and Education had been delegated to Councillor Sue Fennimore. Councillor Fennimore had taken on these responsibilities in addition to her current role.

He also congratulated Councillor Max Schmid on his wedding and wished him and his wife a happy married life.

72. **DECLARATION OF INTERESTS**

There were no declarations of interest.

73. **CORPORATE REVENUE MONITOR 2016/17 MONTH 4 - 31 JULY 2016**

RESOLVED:

- 1.1. That the General Fund and Housing Revenue Account month 4 forecast revenue outturn variances, be noted.
- 1.2. That the action plans amounting to £1.111m, seeking to address the General Fund overspend forecast variance of £4.585m. All overspending departments to respond with further actions to reduce the net forecast overspend of £3.474m, be noted.
- 1.3. That the Councils' Efficiency Plan was submitted in accordance with the Department of Communities and Local Governments deadline, 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.

74. **COMMUNITY ASSET PROPOSAL**

Councillor Fennimore welcomed the opportunity to build on the support provided to local organisations by the Council. Andy Sharpe, a resident, expressed his delight that the Council could secure the use of the three Council assets for local community use. The Leader stated that the Administration's ambition was to work with residents and empower them to do better and greater things within their local communities. Masbro Centre had produced some outstanding work contributing to the growth and wellbeing of the local community. The Council was happy to support social entrepreneurship which will produce great benefit for the local community.

RESOLVED:

1. That the Masbro Centre be transferred to UPG through freehold transfer with appropriate restrictive covenant and pre-emption rights which stipulates the building must in its entirety be retained for community use, subject to Secretary of State consent under Section 123 of the Local Government Act 1972 and that UPG is required to assume full responsibility for all running costs, repairs and maintenance of the property. The current lease between LBHF and UPG would be surrendered.
2. That Edward Woods Community Centre be transferred to UPG through a freehold transfer with appropriate restrictive covenants and pre-emption rights which stipulates the building must in its entirety be retained for community use, subject to Secretary of State consent under Section 123 of the Local Government Act 1972 and that UPG is responsible for all running costs, repairs, and maintenance of the property under the terms of the freehold transfer.
3. That 49 Brook Green be transferred to UPG via a grant on the under-lease, for a 30 year term which specifies the use of the property. The transfer will be subject to, subject to Secretary of State consent under Section 123 of the Local Government Act 1972. The Council has capped the level of service charge payable to UPG and the details are outlined in the heads of terms. That £115,660 per financial year (or part thereof) be awarded to UPG for the running, staffing and management costs of Edward Woods Community Centre. This funding is recommended for an initial term of 4 years three months (until March 2021), with the option of renewing the funding agreement for two further terms of 12 months each. The funding for this will come from the Council's existing budget for the Edward Woods Community Centre and funding released from the Amey contract for the facilities management costs of the property, which will be reinvested into the council's corporate grants scheme.
4. That £55,566 per year (or part thereof) be awarded to UPG for the running costs of 49 Brook Green. This funding is recommended for an initial term of 4 years three months (until March 2021), with the option of renewing the funding agreement for two further terms of 12 months each. This funding will meet the costs of internal maintenance and repairs, business rates and running costs of the property, but also takes into consideration the income generated from the space. This grant will be funded from the council's existing budgets for the property (held by CSD and CPS), including funds currently held through the Amey contract, which will be re-routed into the council's corporate grants budget.
5. That delegated authority be given to the Director of Delivery and Value to undertake the TUPE transfer of staff from Edward Woods Community Centre to UPG following consultation with the staff affected during October 2016 with effect from 1st December 2016.
6. That the Cabinet Member for Social Inclusion and the Cabinet Member for Finance are given joint delegated authority to make further minor decisions related to the Community Asset Transfer in order to drive forward the programme and realise the administration's ambitions.

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.

75. APPROVAL TO DIRECTLY AWARD THE ELM GROVE EXTRA CARE CONTRACT

RESOLVED:

That a prior waiver of the Contract Standing Orders of the requirement to seek competitive tenders to enable the Council to directly award a contract to the company named on the exempt report for the period 1 December 2016 to 31 May 2018, 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.

76. CREATION OF H&F SOCIAL LETTINGS AGENCY

Councillor Homan expressed support for creation of the H&F Social Lettings Agency which was one of the Administration's manifesto commitments. She noted that social lettings covered one third of the lettings in the borough. She commended officers for drafting the right model which will benefit residents.

RESOLVED:

1.1. That the Council establishes a social lettings agency that will co-locate with the existing Housing Property Procurement service.

1.2. To approve expenditure of £200,290 to initiate phase two of the project that will include setting up, recruiting to, marketing and launching the social lettings agency funded from an invest to save bid.

1.3. To delegate to the Cabinet Member for Housing, in consultation with Director of Housing Growth & Strategy and Commercial Director, consideration of the options and the decision to establish the social lettings agency from the Council's Local Authority Trading Company.

1.4. To delegate to the Cabinet Member for Housing, in consultation with Director of Housing Growth & Strategy and Commercial Director, to agree the project plan for phase two and to progress setting up the agency.

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.

77. CREATION OF AN EDUCATION HUB AND NEW YOUTH PROVISION

In commending the report, Councillor Fennimore stated that this was an exciting opportunity to provide a suite of excellent services from the site. Councillor Jones also noted that the projects will tie well into the Council's wider economic growth strategy.

RESOLVED:

- 1.1. Subject to positive community engagement and a successful planning application, to delegate approval of the Heads of Terms, for all property agreements and commercial property negotiations of all aspects of this project, and suitable safeguards to protect the council's financial and commercial interests to the Cabinet Member for Finance in consultation with the Director of Building and Property Management and the Strategic Finance Director.
- 1.2. To delegate the decision on how the provision of Adult Learning is to be addressed in this project to the Cabinet Member for Social Inclusion and the Cabinet Member for Economic Development and Regeneration, in conjunction with the Director of Growth and Strategy.
- 1.3. To delegate the approval of an operational agreement and for the appointment of Youth Onside as the provider of youth facilities, subject to a separate commissioning agreement to the Cabinet Member for Children and Education, in conjunction with the Director for Children's Commissioning.

- 1.4. To approve the rehousing of the site manager's family to facilitate the redevelopment and delegate this to Director of Finance and Resources, Children Services.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

78. TRANSFORMING SERVICES FOR CHILDREN AND YOUNG PEOPLE WITH SPECIAL EDUCATIONAL NEEDS AND DISABILITIES BUSINESS CASE

RESOLVED:

- 1.1. To approve Outcome Two Business Case 4: Transforming Services for Children and Young People with Special Educational Needs and Disabilities.
- 1.2. To approve the Smarter Budgeting investment. The investment requirement of £687,500 will be funded from the Efficiency Projects Reserve.

The investments required are outlined below:

- i) Investment to fund a Transfer Review Team to improve the delivery of Education, Health and Care Plans to meet statutory timescales including the transfer of existing SEN statements.
- ii) Resources to fund programme and project management costs for the Children and Families Act Implementation Programme and to support the delivery of the proposed savings from the SEN Service and the Disabled Children's Team for 2017/18.

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.

79. MAXIMISING CHILDREN'S SOCIAL CARE EFFECTIVENESS' BUSINESS CASE

RESOLVED:

- 1.1. To approve the business case for Maximising Social Care Effectiveness BC2 (appendix 1) as part of Outcome 2, Best Start in Life, Smarter Budgeting Programme.
- 1.2. To approve the resources required to deliver this invest to save programme. The investment requirement will need to be funded from the Efficiency Projects Reserve.

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.

80. TRAVEL CARE AND SUPPORT SERVICES

Councillor Fennimore endorsed the report which will ensure that some of our most vulnerable residents are supported with their travel care arrangements. In supporting the recommendations, the Leader recalled that the previous contract was not fit for purpose. It lacked the specialist care and support for the users. He noted that children were previously transported around the borough on the cheapest possible basis without due regard for their special needs. He was happy to put a contract in place which was significantly better and met the needs of this vulnerable group of residents.

RESOLVED:

- 1.1. To extend current contracts with existing providers on the Westminster Framework for up to 5 months in order to align the start of a new service with the start of a new academic year in 2017.
- 1.2. To directly award contracts to existing providers on the West London Alliance Framework for up to 5 months in order to align the start of a new service with the start of the new academic year in 2017 and to also allow ASC services to adjust transport provision in the light of concurrent reviews of day care for Older People and People with Learning Disabilities.

- 1.3. To waive the Contract Standing Orders requirement for undertaking competitive bidding for these direct awards
- 1.4. To commence an open procedure re-procurement of a framework agreement for contracts, for a period of up to 7 years (5 + 2) beginning in summer 2017, on a sovereign basis for minibuses and taxis for home to school transport which can be accessed by both Children's and Adult Services.
- 1.5. To seek Cabinet approval in April 2017 for the award of the framework agreement and contracts to enable a full term for mobilisation of the new transport service contracts in time for a September 2017 start.

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.

81. H&F AIR QUALITY COMMISSION REPORT

The Leader welcomed Rosemary Pettit (Chair) and other members of the Commission - David Chamberlain and Natalie Lindsay to the meeting. The Chair noted that the Commission was launched in December 2015 to review research and gather evidence on air quality in the borough with a view to reporting back on its findings to the Community Safety, Environment and Residents Services Policy and Accountability Committee (CSERS PAC) in autumn 2016. The Commission considered both oral and written evidence submitted by residents. CSERS PAC considered the report at its meeting of 21 September where Members of the PAC and other attendees praised the report and the work of the Commission. The report recommends actions which should be taken forward by the Council, Government, GLA and residents.

The other members of the Commission also noted that the report was a moving body of work. Therefore, should be regarded as a progress report. The Council should be proactive in introducing measures to reduce pollution in the borough.

Councillor Harcourt welcomed the timely report in light of the recent announcement that 203 premature deaths were air pollution related. He thanked the Commission for their work. Councillor Jones implored the committee members to feedback to their local community that the Council's ambition is to put some of the recommendations into action. Particularly to look

at this as part of the local plan. The Council will be engaging with residents on this key issue.

The Leader thanked the Commission for all their hard work and contributions. He noted that their work was a very important mark on the debate about the environment. A formal launch of the Commission's report will take place soon.

RESOLVED:

- 1.1. That the Council welcomes the Air Quality Commission's report findings.
- 1.2. That the Council promotes the report's findings and recommendations to central government, the Mayor of London and other parties to whom the recommendations are directed for action.
- 1.3. That officers are tasked with producing an action plan and costings for the implementation of the recommendations directed at the Council.

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.

82. H&F RESPONSE TO THE DRAFT SUSTAINABILITY AND TRANSFORMATION PLAN FOR NORTH WEST LONDON

Councillor Lukey noted that the Secretary for Health had imposed Sustainability and Transformation Plans (STP) across all 44 regions of the country. The Council is supportive of the expansion of out-of-hospital services but is strongly opposed to the reduction in bed spaces and the downgrading of A&E services at Charing Cross hospital. Both Ealing and Hammersmith and Fulham Councils cannot sign up to the plan. She stated that there had been no public consultation on the proposals which was against our principle to work with residents. Our response explains why we cannot support or sign up to the plan. She reported that the "Shaping a Healthier Future and the North West London" report which is a follow up to "The Independent Mansfield report" was published in October supporting our stand point.

The Leader stated that the protection of our health service was a key policy issue for the Administration. As a Council, we cannot support the Secretary of Health's approach to managing our health service. The Council is strongly opposed to downgrading Charing Cross hospital to a GP led Urgent Care clinic without specialist support. The STP had not considered the population growth

in the region. The Council will continue to intelligently challenge the government's approach and policy.

RESOLVED:

- 1.1. That the Council agrees the draft response to the STP.
- 1.2. That the Council agrees to append the Review of the STP, researched and written by Roger Steer, John Lister and Sean Boyle, to the H&F response.

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.

83. FORWARD PLAN OF KEY DECISIONS

The Key Decision List was noted.

84. EXCLUSION OF PRESS AND PUBLIC

RESOLVED:

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

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

85. EXEMPT MINUTES OF THE CABINET MEETING HELD ON 10 OCTOBER 2016 (E)

RESOLVED:

That the minutes of the meeting of the Cabinet held on 10th October 2016 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

86. COMMUNITY ASSET PROPOSAL : EXEMPT ASPECTS (E)

RESOLVED:

That the appendices 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.

87. APPROVAL TO DIRECTLY AWARD THE ELM GROVE EXTRA CARE CONTRACT : EXEMPT ASPECTS (E)

RESOLVED:

That the recommendations in the exempt report, be agreed.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

88. CREATION OF H&F SOCIAL LETTINGS AGENCY : EXEMPT ASPECTS (E)

RESOLVED:

That the appendices 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.

89. TRAVEL CARE AND SUPPORT SERVICES : EXEMPT ASPECTS (E)

RESOLVED:

To that the report be noted.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:


None.

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

None.

Meeting started: 7.00 pm
Meeting ended: 7.40 pm

Chair

<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>5 DECEMBER 2016</p>	
<p>CORPORATE REVENUE MONITOR 2016/17 MONTH 5 – 31st AUGUST 2016</p>	
<p>Report of the Cabinet Member for Finance – Councillor Max Schmid</p>	
<p>Open Report</p>	
<p>Classification - For decision and for information Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Director: Hitesh Jolapara – Strategic Finance Director</p>	
<p>Report Author: Jade Cheung – Finance Manager</p>	<p>Contact Details: Tel: 020 8753 3374 Jade.Cheung@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. The General Fund 2016/17 forecast outturn variance for month 5 is a gross overspend of **£3.333m** (a reduction of **£1.252m** compared with £4.585m in month 4). In 2015/16, General Fund forecast outturn variance at month 5 was an overspend of £5.226m; with the final outturn variance an underspend £5.178m.
- 1.2. The potential value of mitigating actions is **£0.842m, if fully delivered**, which will result in a net overspend of **£2.491m** (a reduction of **£0.983m**, compared with £3.474m at month 4). Delivery of action plans is assigned to relevant responsible Directors, which seek to address the total General Fund forecast overspend (1.9% revised budget compared with 2.6% month 4) as set out in section 4.2.
- 1.3. The forecast overspend outturn variances reported by five departments in overspend value order are: (1) Adult Social Care primarily due to home care, direct payments and Better Care savings reasons; (2) Environmental Services; (3) Children’s Services mainly due to commissioning and support services functions; (4) Housing General Fund; and (5) Libraries. Libraries replace Centrally Managed Budgets which is predicting an underspend this month.
- 1.4. The Housing Revenue Account outturn variance for 2016/17 is a surplus of **£0.245m** (compared with a surplus at month 4 of £0.270m). HRA general

reserves of **£1.061m** remain forecast to be carried forward into 2017/18, with a HRA credit balance of **£19.826m** at year-end.

2. RECOMMENDATIONS

- 2.1. To note the General Fund and Housing Revenue Account month 5 forecast revenue outturn variances.
- 2.2. To note the action plans amounting to **£0.842 million**, seeking to address the General Fund gross overspend forecast variance of **£3.333 million**. All overspending departments to respond with further actions to reduce the net forecast overspend of **£2.491 million**.

3. REASONS FOR DECISION

- 3.1. The reasons for the recommendations are to report the revenue expenditure position for the Council and to comply with the Financial Regulations.

4. CORPORATE REVENUE MONITOR (CRM) 2016/17 MONTH 5 GENERAL FUND

- 4.1. Table 1 below sets out the position for month 5.

Table 1: 2016/17 General Fund Gross Forecast Outturn Variance – Month 5

Department ¹	Revised Budget Month 5 £m	Forecast Outturn Variance Month 5 £m	Forecast Outturn Variance Month 4 £m	Variance Between Months 4 and 5 £m	Month 4 Forecast Variance %
Adult Social Care	57.982	2.245	2.480 ²	(0.235)	1.3%
Children's Services	47.581	0.580	0.832	(0.252)	0.3%
Controlled Parking Account	(22.406)	(0.142)	(0.060)	(0.082)	0%
Corporate Services	16.850	(0.364)	0	0	0%
Environmental Services	44.763	0.940	1.023	(0.083)	0.5%
Housing General Fund	8.158	0.082	0.082	0	0%
Library & Archives Service	3.175	0.014	0	0	0%
Public Health Services	0	0	0	0	0%
Centrally Managed Budgets	21.656	(0.022)	0.228	(0.250)	0%
Total	177.759	3.333	4.585	(1.252)	1.9%

- 4.2. Action plans to mitigate the forecast overspends are summarised in table 2 below. The potential value of mitigating actions is **£0.842m, if fully delivered**, which will result in a net overspend of **£2.491m** (a reduction of **£0.983m**, compared with £3.474m at month 4). All overspending departments to respond

¹ Figures in brackets represent underspends

² This figure assumes ASC earmarked departmental reserve drawdown

with further actions to reduce the net forecast overspend of **£2.491m** to nil. Delivery of action plans is assigned to relevant responsible Directors.

Table 2: Summary of Net Forecast Outturn Variances After Action Plans

Department	Gross Forecast Outturn Variance Month 5 £m	Potential Value of Action Plan Mitigations Month 5 £m	Forecast Outturn Variance Net of Planned Mitigations £m
Adult Social Care	2.245	0	2.245
Children's Services	0.580	0.360	0.220
Controlled Parking Account	(0.142)	0	(0.142)
Corporate Services	(0.364)	0	(0.364)
Environmental Services	0.940	0.386	0.554
Housing General Fund	0.082	0.082	0
Library & Archives Service	0.014	0.014	0
Centrally Managed Budgets	(0.022)	0	(0.022)
Total	3.333	0.842	2.491
%	100%	25%	75%

5. CORPORATE REVENUE MONITOR 2016/17 MONTH 5 HOUSING REVENUE ACCOUNT

- 5.1. The Housing Revenue Account currently forecasts a surplus outturn variance of **£0.245m** for 2016/17 compared with a surplus outturn variance of £0.270m in month 4 (appendix 10).

Table 3: 2016/17 Housing Revenue Account Forecast Outturn - Month 5

Housing Revenue Account	£m
Balance as at 31 March 2016	(18.520)
Add: Budgeted (Contribution) / Appropriation to Balances	(1.061)
Add: Forecast Surplus Outturn Variance	(0.245)
Projected Balance as at 31st March 2017	(19.826)

6. MEDIUM TERM FINANCIAL STRATEGY - EFFICIENCY SAVINGS

- 6.1. The 2016/17 General Fund budget included an efficiency savings target now revised to **£15.866m**. Progress against these is summarised in table 4 (and in appendices 1 to 10). The 2016/17 Housing Revenue Account efficiency savings target is **£0.922m**.

Table 4: 2016/17 Medium Term Financial Strategy - Efficiency Savings

Department	2016/17 Savings Target	Savings On Target	Savings In Progress	Savings Delayed / at risk
------------	------------------------	-------------------	---------------------	---------------------------

	£m	£m	£m	£m
Adult Social Care	5.321	2.862	0.205	2.254
Children's Services	3.227	2.941	0.116	0.286
Corporate Services	3.175	3.175	0	0
Environmental Services	2.668	0.751	1.523	0.394
Housing General Fund	0.405	0.265	0	0.140
Libraries and Archives	0.020	0	0.016	0.004
Centrally Managed Budgets	1.050	1.050	0	0
General Fund Total	15.866	11.044	1.860	3.078
GF %	100%	70%	12%	19%
Housing Revenue Account Total	0.922	0.922	0	0
HRA %	100%	100%	0%	0%

7. VIREMENTS & WRITE OFF REQUESTS

- 7.1. Cabinet is required to approve all budget virements that exceed £0.1m. No budget virement requests have been requested for month 5.
- 7.2. No write-off requests for month 5.

8. CONSULTATION

- 8.1. N/A.

9. EQUALITY IMPLICATIONS

- 9.1. Adjustments to budgets are not considered to have an impact on one or more protected groups so an equality impact assessment (EIA) is not required.

10. LEGAL IMPLICATIONS

- 10.1. There are no legal implications for this report.

11. FINANCIAL AND RESOURCES IMPLICATIONS

- 11.1. This report is financial in nature and those implications are contained within. The ongoing implementation of Managed Services and Agresso have financial implications which are being reviewed and may impact on the accuracy of the figures in this report.

- 11.2. Implications completed by: Jade Cheung, Finance Manager, 0208 753 3374.

12. IMPLICATIONS FOR BUSINESS

- 12.1. There are no implications for local businesses.

13. RISK MANAGEMENT

- 13.1. Details of actions to manage financial risks are contained in appendices 1-10.

14. PROCUREMENT AND IT STRATEGY IMPLICATIONS

14.1. There are no implications for this report.

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.	Revenue budget monitoring reports	Jade Cheung 0208 753 3374	Finance

LIST OF APPENDICES

Appendix number	Title
Appendix 1	Adult Social Care Revenue Monitor
Appendix 2	Children's Services Revenue Monitor
Appendix 3	Controlled Parking Account Revenue Monitor
Appendix 4	Corporate Services Revenue Monitor
Appendix 5	Environmental Services Revenue Monitor
Appendix 6	Housing General Fund Revenue Monitor
Appendix 7	Library & Archives Service Revenue Monitor
Appendix 8	Public Health Services Revenue Monitor
Appendix 9	Centrally Managed Budgets Revenue Monitor
Appendix 10	Housing Revenue Account Revenue Monitor

APPENDIX 1: ADULT SOCIAL CARE
BUDGET REVENUE MONITORING REPORT – MONTH 5

1: Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Variance Analysis
	£000	£000	£000	
Integrated Care	43,999	3,012	3,238	<p>1. A projected overspend of £1,768,000 on the Home Care and Direct Payments budgets. Similar to the last two years, there are continued pressures as part of the out of hospital strategy including 7 days social care services to support customers at home and avoid hospital admissions or to enable early discharge. This has naturally led to an increase in home care costs above that which is normally expected. In 2016/17, further reasons for projected overspends are:</p> <p>A. Additional pressures on the home care budget due to the tendering of new home care contracts which are now operational from an increase in price to improve quality and potential increase in demand totalling £1,900,000. The Department is also proposing an additional transfer of £400,000 from ASC Reserves to partly offset the pressures out of a total of £800,000 as a number of customers remain to be transferred to the new contract. The financial modelling of the effects of the new contract will also include mitigations estimated at (£1,100,000) such as negotiating a contribution from the Clinical Commissioning Group (CCG) and potential savings from new ways of working which are not factored into the projections at this stage of the year.</p> <p>B. There is an additional financial impact of the full year effect of customers from 2015/16. The projected overspend of £1,768,000 has been managed downwards by (£1,172,000) Better Care fund contribution and (£450,000) from Care Act funding.</p>

Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Variance Analysis
	£000	£000	£000	
				<p>2. Better Care Funding Savings of £499,000 Within the ASC 2016/17 base budget is an MTFs efficiency of £2m following the negotiations with health over the second year of the Better Care Fund. The £2m efficiency target has various target measures to deliver this saving which include avoidance of care in residential and nursing placement, reduction in home care hours, saving from jointly commissioning section 75 contracts and securing lower prices from placement providers. At this stage of the year the department is projecting the delivery of the following against this target: Reductions in residential and nursing placements is moving in the right direction with reduction in volumes of placements and supported living with savings of (£1,424,000) factored in. A number of contracts have been renegotiated relating to Elgin and Olive House homes with savings of (£182,000). There is a projected overspend in the PFI budget of £105,000 for Funding Nursing Contribution income shortfall due to reduced client numbers receiving nursing care. This leaves a shortfall of £499,000 from the £2m target efficiency.</p> <p>3. A projected underspend in Learning Disability Services of (£343,000) The management actions from the reviews are leading to reduction of costs of care in LD packages and placements. Within LD service there continues to be demand pressures within the Day Care services of £170,000 and this is proposed to be funded from ASC reserves.</p> <p>4. Mental Health Service is projecting an overspend of £404,000</p>

Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Variance Analysis
	£000	£000	£000	
				<p>The budget pressures are due to demand pressures in Home Care and an increasing number of 50/50 placements with Health. The department has commenced a review plan which has been provided to the social care mental health lead.</p> <p>5. Total projected overspend on Social Care activity is £279,000 The overspend of £205,000 is due to the Customer Journey shortfall in savings due to delays in implementation. There are pressures of £85,000 continuing in the Assistive Equipment Technology budget due to the out of hospital strategy and additional spending on the Community Independence Service (CIS) to prevent entry into hospital. From 2016/17, there is CCG funding from the CIS model to assist with the budgetary pressure of (£29,000) and the balance of the shortfall of £56,000 is proposed to be funded from ASC reserves. Other variances total £18,000.</p> <p>6. Income shortfall of £315,000 on Careline Services This as a result of an unachievable MTFS measure resulting from no increase in charges. A new review has commenced exploring the options for the service.</p> <p>7. Cost pressures within the Parkview establishment centre of £90,000 This is due to additional running costs which are proposed to be funded from ASC reserves.</p>
Strategic Commissioning & Enterprise	5,648	(51)	33	8. There is a small underspend in this area.
Finance & Resources	7,791	0	0	
Executive Directorate	544	0	(75)	9. Following discussion with the Learning and Development Manager, the Department has a revised training programme with the budget anticipated to be fully spend by the end of the year.

Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Variance Analysis
	£000	£000	£000	
Total	57,982	2,961	3,196	
Funding from ASC Pressures and Demand Reserves		(716)	(716)	The department has obtained Cabinet approval for £716,000 from the ASC Pressures and Demand reserves to partly offset the budget pressures.
Total	57,982	2,245	2,480	

2: Key Risks

Risk Description	Lower Limit	Upper Limit
	£000	£000
Demand pressures on Adult Social Care services would continue to increase as the population gets older. We continue to experience increases in numbers during this financial year.	250	546
London Living Wage for Social Care Costs.	150	537
Inflationary pressures greater than provided in the 2016/17 budget settlement.	150	300
Total	550	1,383

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

Adult Social Care		MTFS Target	On Track	In Progress	Delayed/ At Risk
		£000	£000	£000	£000
Total MTFS Savings		5,321	2,862	205	2,254
Schemes Delayed / At Risk	£000	Reason			
Various savings are at risk	2,254	The department is projecting a number of savings at risk as a number of these savings are increasingly difficult to deliver considering the year on year savings the department has delivered in previous years. The department will continue to monitor these on a monthly basis and aim to deliver the savings.			

4: Supplementary Monitoring Information

Adult Social Care (ASC) is projecting a gross overspend of £2,961,000 as at end of period five, which is a reduction in the overspend of (£235,000) compared to the period four projected overspend of £3,196,000. The reduction in overspend is due to the commencement of the action plan. After funding from the ASC Pressures and Demand reserve of (£716,000) which has Cabinet approval, this will mitigate the overall pressures to a net projected overspend of £2,245,000. The following services are proposed for a contribution from reserves:

Home Care new contract price (1/2 year)	£400,000
Learning Disabilities Service	£170,000
Parkview running costs	£ 90,000
Equipment pressures	<u>£ 56,000</u>
Total	<u>£716,000</u>

The department is expected to deliver savings of £5,321,000 in this financial year and at this stage of the year 54% are on track to be delivered in full and a further 4% in progress.

Similar to last year's forecasts, the projections should be treated with caution due to the on-going difficulties experienced following the introduction of the Agresso Managed Services system. Similar to last year when the department was projecting an overspend for the majority of the year, the action plan delivered reductions in the budget to the extent the department outturned with a (£62,000) underspend. Historically, the Department's budget has had underlying budget pressures, which were mitigated by using a combination of one off reserves, the carry forward of underspends and funding from Health.

APPENDIX 2: CHILDREN'S SERVICES
BUDGET REVENUE MONITORING REPORT – MONTH 5

1: Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Variance Analysis
	£000	£000	£000	
Family Services	33,119	295	386	<p>The favourable movement from month 4 results from the confirmation of Pupil Premium Grant (PPG) funding in the Virtual Schools team. In addition, a review of the Multi Agency Safeguarding Hub (MASH) has resulted in the reduction of the in year forecast, and a small net reduction in forecast placement expenditure.</p> <p>There are a number of salary related pressures which total £305k within the directorate as follows:</p> <p>MASH (Multi Agency Safeguarding Hub) £146k - The on-going costs related to the shared MASH service are forecast to exceed the budget initially established for the service. Looked After Children (LAC) and Leaving Care Teams £116k (within this staffing pressure, the service is forecasting a 65k pressure on LAC Assist).</p> <p>CAS (Contact and Assessment) £112k – There has been an increase in the demand for assessments. To address this demand, there has been an increase in the recruitment of agency supernumerary staff and a resulting pressure.</p> <p>Other staffing underspends (£69k) - Underspends held within</p>

Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Variance Analysis
	£000	£000	£000	
				<p>Early Help and Localities, plus Fostering and Adoption teams have helped to offset other overspends across the directorate.</p> <p>Virtual Schools £200k - Whilst the confirmation of PPG funding has reduced the forecast pressure, the historic MTFS target is not expected to be met in this financial year.</p> <p>Children with Disabilities (CWD) and Fostering & Adoption (£453k) – within Fostering and Adoption, there are forecast underspends against post order support budgets due to an ageing out of the population. However, the placement budget in the disabilities service, net of joint funding is forecast to be over spent at Period 5. This cost pressure is currently being mitigated within the service, whilst LAC and Care Leaver placement budgets including client transport, asylum and remand, are set to break even at year end.</p> <p>Fostering contract £66k - There is an overspend on contract spend in relation to the recruitment of internal fosterers. Contact Centre £37k - Forecast overspends on additional sessional and agency costs due to the delay in the implementation of the shared service contact centre to June 2016.</p> <p>Other budget pressures £140k - These relate mainly to the contribution to the WLA (West London Alliance) Care Place work undertaken, Family Group Conferencing and a forecast overspend where additional resource for Adult Psychiatric assessments have been agreed in order to meet current</p>

Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Variance Analysis
	£000	£000	£000	
				demand for parenting assessments and prevent the use of spot purchase assessments.
Education	3,508	7	124	The current outturn forecast for LBHF Education is for the directorate to perform within budget. SEN (Special Education Needs) £259k - pressures relating to staffing costs for the SEN Transfers Team. A future business case is anticipated that will request a virement of £125k regarding such costs. If approved this would reduce the forecast overspend. Education Psychology (£105k) - increased level of traded income expected to be achieved. Passenger Transport (£81k) - favourable variance against contract spend. Further small underspends across the directorate (£66k).
Commissioning	5,022	282	282	Commissioning Team £544k - Costs relating to additional resource to support the transition to new structure and deliver departmental projects. Contracts and Joint Commissioning (£262k) – Due to underspends on youth contracts and CAMHS (Child and Adolescent Mental Health Services).
Safeguarding, Review and Quality Assurance	1,144	99	126	Despite ongoing work by officers to reduce the forecast overspend by £27k from P4, a shortfall in delivery from prior year MTFS savings has resulted in a cost pressure on the service. Work is underway to find additional cost reduction within the service.
Finance and Resources	4,788	(103)	(86)	Forecast pressures on salaries (£485k), offset by salary budget to be vired out to departments (-£523k), an underspend on the 3BM contract (-£89k), and other minor variances (£24k).

Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Variance Analysis
	£000	£000	£000	
Schools Funding	0	0	0	
Total	47,581	580	832	

2: Key Risks

Risk Description	Lower Limit £000	Upper Limit £000
Passenger Transport – Additional cost of September and January cohort intake.	0	100
Passenger Transport – Post 16. The transport costs of these young adults may be transferred back to ASC, dependent on an agreement between CHS and ASC. One of the aims of The Children's and Family's Act working group is to create a decision tree to allow these costs to be allocated in future.	(30)	0
Impact of Queen's Speech - Impact on extending our responsibilities for care leavers up to 25 (was 21)	Unknown	Unknown
Total	(30)	100

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

Children's Services	MTFS Target	On Track	In Progress	Delayed/ At Risk
	£000	£000	£000	£000
Total MTFS Savings	3,227	3,057	0	170
Schemes Delayed / At Risk	£000	Reason		
Commissioning of a Children's Services contact service centre	37	Delay in the implementation until June 2016.		
Disabled Children Team	77	Staffing Pressures		
YOT	9	Staffing Pressures		
Reorganisation of Commissioning Team	47	Although the reorganisation has been implemented, there has been a need to recruit agency staff to cover vacancies. This will be subject of a separate report.		
Total	170			

4: Supplementary Monitoring Information

Overall, Family Services is continuing to see placement costs stabilise. Intensive work has been undertaken around reviewing care leavers placements to try and move them into more sustainable and cost effective placements. This is starting to take effect through increased Housing allocations and quicker closure of cases no longer eligible for Public Funding. In addition, Family Services DMT are looking at options to further mitigate the in-year directorate overspend position for 2016/17.

As referred to above, as a result in a change of legislation set out by the Department for Education, Children's Services are required to provide a conversion of Special Educational Needs (SEN) Statements into the new Education, Health and Care Plan (EHCP) format for young adults Post 16. The increased demand this requirement has placed upon the department has led to the establishment of a Transfer Team whose focus is to achieve the conversion rates set out by statute. There are 1634 plans that need to be converted and the plan is to have them converted by the end of December 2017. The requirement in order to convert these will be for 10 additional caseworkers and 1 manager. A Cabinet paper requesting funding is being developed.

There are significant capacity pressures within Commissioning and a significant work programme for Hammersmith and Fulham. The directorate is reviewing every opportunity to contain these pressures, however the resource required for the current work programme exceeds the available budget resource which will require a further cabinet paper.

The Queen's Speech set out plans to extend local authority responsibilities for care leavers up to 25 years of age (this was previously 21). As of yet, the impact in terms of additional cost pressure is unknown. Work needs to be undertaken by officers to identify eligible care leavers for the extended cohort, who may now return to the service for support.

APPENDIX 3: CONTROLLED PARKING ACCOUNTS (CPA)
BUDGET REVENUE MONITORING REPORT – MONTH 5

1: Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Variance Analysis
	£000	£000	£000	
Pay & Display (P&D)	(11,808)	(12)	43	Income received in the first five months of 2016/17 from P&D (including phone payments and card payments) is higher than in the same period in the previous year. The budget has been adjusted to reflect activity, so there is a small surplus forecast of £12k.
Permits	(4,496)	(139)	(139)	Income from resident permits in 2016/17 is higher than the same period last year.
Civil Enforcement Officer (CEO) Issued Penalty Charge Notice (PCN)	(6,814)	240	323	The numbers of PCNs issued at the start of 2015/16 were lower than the same period last year, due to a number of vacant enforcement posts. Recruitment has taken place in August and the service is now fully staffed, however the forecast for the year is expected to be £240k less than budgeted.
Bus Lane PCNs	(1,257)	(191)	(207)	The numbers of PCNs issued in the first five months of 2016/17 are 7.5% less than the same period in the previous year.
CCTV Parking PCNs	0	(6)	(6)	There are restrictions on the areas where CCTV can be used for parking enforcement. The number of PCNs issued is at a minimal level and this is expected to continue for the rest of the year.
Moving Traffic PCNs	(6,314)	332	260	The numbers of PCNs issued in 2016/17 are significantly lower than in the same period last year (14.15%). However, the previous years activity was higher than would normally be expected due to the numbers of days with works on roads being higher than usual. The current forecast assumes the activity seen in June and July will continue for the rest of the financial year. This will be monitored closely and the forecast adjusted as appropriate.

Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Variance Analysis
	£000	£000	£000	
Parking Bay Suspensions	(3,223)	(71)	(71)	Income in the first five months of 2016/17 has increased in comparison with the previous year. The risk associated with suspensions income means that the forecast for the last 7 months has been assumed to remain at the level seen last year. The budgeted income was increased by £500k in the 2016/17 budget planning process.
Towaways and Removals	(325)	13	13	Income to date is similar to the previous year, so the forecast outturn is expected to be in line with the 2015/16 outturn.
Expenditure and Other Receipts	11,831	(308)	(276)	Staffing costs are forecast to be underspent by £330k based on current staffing and enforcement posts that have been vacant for part of the year. Supplies and services are forecast to be overspent by £22k.
Total	(22,406)	(142)	(60)	

2: Key Risks

Risk Description	Lower Limit £000	Upper Limit £000
Moving Traffic Offences – potential reduction in income level	0	1,500
Economic downturn resulting in fewer parking bay suspension requests	0	1,000
Total	0	2,500

3: Supplementary Monitoring Information

The parking forecast is an underspend of £142k, which is explained in details in the table above. Officers will continue to keep a close eye on the performance of Parking income and expenditure and in particular review regularly the Parking Bay Suspension income which may change at short notice due to fluctuations in demand. Measures have been put in place to ensure the full establishment of Civil Enforcement Officers is maintained.

APPENDIX 4: CORPORATE SERVICES REVENUE MONITOR
BUDGET REVENUE MONITORING REPORT – MONTH 5

1: Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Variance Analysis
	£000	£000	£000	
H&F Direct	18,660	0	0	Similar to last financial year, there is likely to be continued budget pressure on the recovery of court costs. However, currently it is anticipated that the favourable savings from the delivery of taxi cards will negate these pressures to ensure that the department is within its overall budget.
Innovation & Change Management (ICM)	(251)	0	0	No change
Legal and Electoral Services	787	0	0	No change
Finance Services	379	0	0	No change
Audit, Risk, Fraud and Insurance	12	(199)	0	£113k underspend on Corporate Investigation team due to £136k underspend on staffing cost due to 3 vacant posts, recruitment for 2 post are in process and £23k overspend on legal cost. £10k underspend on Internal Audit Supply & Services budget. £77k underspend on Bi-Borough Insurance Service is due to refund on S113 staffing charges (wrongly charged twice) from RBKC for 2015/16.
Shared ICT Services	(3,388)	0	0	No change.
Commercial Directorate	70	0	0	There is a budget pressure relating to the non-recovery of budgets from departments for savings assumed from the new stationery contract. This issue is expected to be resolved by the end of second quarter.
Executive Services	(721)	0	0	No change
Human Resources	651	0	0	No change
Delivery and Value	653	(165)	0	£22k underspend on staffing budget due part year staff vacancy within the service, £8k underspend on Supply & services for Mayoral services and

Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Variance Analysis
	£000	£000	£000	
				£135k underspend on grants funding.
Total	16,850	(364)	0	

2: Key Risks

None to report.

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

Finance & Corporate Services	MTFS Target	On Track	In Progress	Delayed/ At Risk
	£000	£000	£000	£000
Total MTFS Savings	3,175	3,175		
Schemes Delayed / At Risk	£000	Reason		

APPENDIX 5: ENVIRONMENTAL SERVICES
BUDGET REVENUE MONITORING REPORT – MONTH 5

1: Variance by Departmental Division

Departmental Division	Revised Budget £000	Variance Month 5 £000	Variance Month 4 £000	Variance Analysis
Cleaner, Greener & Cultural Services	21,461	(711)	(729)	<p>(£730k) Waste Disposal – A one-off rebate of £470k has been confirmed by Western Riverside Waste Authority, relating to underspends in 2015/16. The change in tonnages between years has been very volatile for both general and recyclables in April - July with variances ranging from +5.2% to -7.2%. July tonnages were significantly lower than last year. The forecast assumes less volatility but this will continue to be monitored and reported.</p> <p>(£41k) Waste and Street Cleansing contract – actual contract inflation is less than included in the budget this year. Proposals to reallocate this budget to ongoing overspends within the service group are currently being considered.</p> <p>£24k Waste Policy and Development – recycling sack sponsorship income target will not be achieved due to lack of demand for waste related advertising.</p> <p>£40k Filming - pressure on income due to delay in launch of film location library</p> <p>(£4k) Other smaller underspends</p>
Safer Neighbourhoods	7,831	844	865	<p>£168k Transport – there is a £100k loss of management and repair income as a result of the Passenger Transport service which will be reprocured. There is an ongoing budget pressure of £100k for 2016/17 and future years. Additional pressures from 2015/16 are expected be ongoing - mostly due to a smaller mark up being achieved on fuel, leases and the workshop as a result of declining activity. Budget growth is being pursued and options for the continuation of the</p>

Departmental Division	Revised Budget £000	Variance Month 5 £000	Variance Month 4 £000	Variance Analysis
				workshop are being explored. £298k Phoenix Fitness Centre – Capital improvement works to increase the income generating potential of the centre, and therefore reduce its annual management fee have been delayed. Discussions with the school have been constructive and it is now expected that the works will be undertaken this year, enabling the management fee to be reduced to nil over a 3 year period. As such, part of this pressure will be ongoing into 2017/18 for which budget growth is being requested. £315k Parks and Open Spaces – Net underspend due to contract inflation being less than budgeted. Proposal to realign with ongoing pressures in the transport section is being considered as feedback from FCS is that contingencies to fund pressures will not be agreed. £382k pressure is included due to additional costs from stopping the use of glysophate weedkiller in parks. £48k CCTV Service – mostly relating to forecast salary overspends, which are being investigated. £15k Other smaller overspends
Other LBHF Commercial Services	45	(1)	(3)	The forecast includes drawdowns of £180k from departmental reserves to offset the income shortfall on the ducting contract (£291k income target, compared to £105k guaranteed income for 2016/17).
Executive Support and Finance	70	7	0	
People Portfolio Saving	150	150	150	£150k People Portfolio Saving – this historic savings target is not expected to be met again this year. Proposals to permanently remove this target through a realignment of other service budgets are being considered.
Building & Property Management (BPM)	(2,779)	526	539	£258k in Advertising Hoardings – It is anticipated that advertising hoarding income will be in line with budget for most sites except for the

Departmental Division	Revised Budget £000	Variance Month 5 £000	Variance Month 4 £000	Variance Analysis
				<p>Two Towers, L'Oreal and Bentworth Road sites. This accounts for the forecast adverse variance. The income forecasts are based on the average income for the six months to March 2016 in the absence of more current information. Given the challenges from the previous year, this area will be monitored closely.</p> <p>£75k - Rent and Other Properties. The unfavourable variance is due to unachievable MTFs savings of £61k and an unachievable income target on Galena Road of £14k.</p> <p>£264k in Civic Accommodation</p> <p>£44k Technical Support and BPM Business Support – The Overspend relates to staffing costs in Technical Support of £42k. Options for generating income and internal recharges are currently being investigated to reduce the overspend.</p> <p>£6k – Other overspends. (£78k) Valuation Services – Asset Management Team underspend by (£8k) and a proposed drawdown from reserve of (£70k) depending on the outturn. (£43k) Building Control – The favourable variance is due to additional income from large building control schemes.</p>
Transport & Highways	13,706	(151)	(74)	(£151k) Transport & Highways -The favourable overall variance is due to staff costs that could be charged to projects.
Planning	1,982	237	239	£237k - Planning - The overall unfavourable variance is due to an anticipated increase in legal charges and claimants costs from challenges to planning decisions made by the Council. The Planning Division are using existing reserves to fund a proportion of these costs. This leaves unfunded costs of £229k. It is very likely that these costs will increase further during the year. See the Risk Profile in section 2 below for further details.
Environmental Health	3,021	23	19	£23k Licensing Section – The adverse variance mainly relates to shortage of licensing income.

Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Variance Analysis
	£000	£000	£000	
Former TTS Support Services	(724)	16	17	
Total	44,763	940	1,023	

2: Key Risks

Risk Description	Lower Limit £000	Upper Limit £000
Advertising Hoarding Income – Significant risk due to lack of up to date information and uncertainty in income level on some advertising hoarding sites.	200	500
Unfunded Judiciary Review expenditure and exceptional items in Planning Division	300	450
If unplanned costs arise from the termination of the LINK shared service	0	500
Insurance of the Cecil French bequest - currently stored and insured at Sotheby's at nil cost. This arrangement is unable to continue. It is proposed the collection is to be stored in the strong room of Lilla Huset for free but the council will need to fund the insurance costs for which there is no budget.	20	30
It is unlikely that the council will receive any income from the ducting contract as we have recently learnt that the company is experiencing financial difficulties	0	186
Total	520	1,666

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

Environmental Services		MTFS Target	On Track	In Progress	Delayed/ At Risk
		£000	£000	£000	£000
Total MTFS Savings		2,668	751	1,523	394
Schemes Delayed/ At Risk	£000	Reason			
Additional Rental income	61	Charge to Amey for accommodation is recharged back to the Council under the contract.			
Accommodation Savings	245	Delays on the sale of Fulham Town Hall.			
Street lighting Energy	50	Street lighting LED pilots are running, and plans are in place to roll out across the borough. Currently, 67% of the savings are expected to be achievable as a result of a start date that is later than assumed in the budget.			
Environmental Health-Private Sector Housing	38	Improving standards in the Private Rented Sector via licensing. The additional licensing scheme is not expected to come into effect until 2017/18.			
Total	394				

4: Supplementary Monitoring Information

This year the Environmental Services budget is seeing the financial impact of a number of factors not within its control. All areas of the service group have been reviewed to identify areas where expenditure can be curtailed or additional income generated before year end. There are very limited options available. Potential mitigating actions (some of which are very high risk and may not be able to be relied upon).

APPENDIX 6: HOUSING DEPARTMENT - GENERAL FUND
BUDGET REVENUE MONITORING REPORT – MONTH 5

1: Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Variance Analysis
	£000	£000	£000	
Housing Strategy, Options, Skills & Economic Development	7,931	20	20	This mainly relates to a forecast overspend of £661k as a result of inflationary pressures on rents for suitable temporary accommodation from private sector landlords offset by: <ul style="list-style-type: none"> ● a reduction in the net costs of Bed and Breakfast (B&B) accommodation of (£63k) due to lower average client numbers (106 forecast compared to 130 in the original budget), ● a reduction in Bad Debt Provision (BDP) because of the better than expected collection performance on B&B (£65k) and on Private Sector Leasing (PSL) (£323k), ● and income of (£190k) from the DWP New Burdens Fund for the removal of the TA Management Fee Subsidy.
Housing Strategy & Regeneration	8	62	62	This relates to costs associated with the Earls Court Regeneration Project for 70 Lillie Road which cannot be funded from capital of £62k.
Housing Services	44	0	0	
Strategic Housing Stock Options Appraisal - General Fund	0	0	0	
Finance & Resources	175	0	0	
Total	8,158	82	82	

2: Key Risks

Risk Description	Lower Limit £000	Upper Limit £000
Temporary Accommodation Procurement Costs – recent months have seen increased difficulties in containing the inflationary cost pressures associated with procuring suitable temporary accommodation from private sector landlords. Officers are continuing to make use of incentive payments to private landlords in mitigating this risk. In the event that this risk crystallises, the resultant costs will be mitigated by the Temporary Accommodation reserve.	82	205
No recourse to public funds - recent legislative changes mean that asylum seekers granted Leave to Remain are not given access to public funds. This means that households have the legal right to remain in the UK but are unable to access benefits and social housing. As a result, the Council has seen an increase in the number of applications for assistance. In mitigation, officers are reviewing the application and assessment process and liaising with colleagues from Adult and Children Services to identify funding.	278	464
Total	360	669

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

Housing Department	MTFS Target	On Track	In Progress	Delayed/ At Risk
	£000	£000	£000	£000
Total MTFS Savings £265k TA & £140k EDLS	405	265	0	140
Schemes Delayed / At Risk	£000	Reason		
Adult Learning and Skills Service MTFS	140	Officers are planning to achieve this saving through the implementation of a restructure. This is expected to be initiated shortly now the Director for Housing Growth& Strategy is in post.		

4: Supplementary Monitoring Information

The Housing and Regeneration department currently expects the overall outturn for the year 2016/17 to overspend against the budget by £82k. There has been no change in the forecast since last month. The department continues to work on ways to mitigate this forecast overspend.

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

Nevertheless, there remains a significant risk to the accuracy of forecasts until Managed Services is fully implemented.

Further details relating to the issues arising as a result of Managed Services are outlined in the Key Risks section above.

APPENDIX 7: LIBRARIES AND ARCHIVES SERVICES
BUDGET REVENUE MONITORING REPORT – MONTH 5

1: Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Variance Analysis
	£000	£000	£000	
Libraries Shared Services	3,175	14	0	There is a forecast overspend of £14k for 2016/17. This is partly as a result of a Member decision to offer PC usage for free for the first hour instead of 30 minutes (£10k, this was identified as a risk in P4), and some delays in implementing new income streams, such as weddings at Fulham Library
Total	3,175	14	0	

2: Key Risks

N/A

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

Libraries Shared Services	MTFS Target	On Track	In Progress	Delayed/ At Risk
	£000	£000	£000	£000
Total MTFS Savings	20		16	4
Schemes Delayed / At Risk	£000	Reason		
Weddings at Fulham Library	4	There has been a delay to launching weddings at Fulham Library, due to issues with setting up card payment facilities. This has led to 6 months lost income. It is hoped that Fulham will be able to take bookings from the end of October		

4: Supplementary Monitoring Information

The risk of £10k is to reflect the reduced income from the decision to allow 1 hour free usage on PC's, which will need to be mitigated through increased income elsewhere (in addition to MTFS requirements). This is currently rated as in progress as there is work being undertaken to identify the income streams, but not all of these have been introduced yet. This will be monitored closely throughout the year. There is ongoing Programme work to achieve the required savings in 2017/18 as well, for which a possible shortfall of £31k for programme resourcing has been identified. This is invest to save work, and a business case will be presented to the Smarter Budgeting group to try and secure this as a growth item.

APPENDIX 8: PUBLIC HEALTH SERVICES
BUDGET REVENUE MONITORING REPORT – MONTH 5

1: Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Variance Analysis
	£000	£000	£000	
Sexual Health	5,768	0	0	*See supplementary information below
Substance Misuse	4,870	0	0	*See supplementary information below
Behaviour Change	2,527	(157)	(47)	Health Trainers performance is below target with an estimated underspend £127k, which is similar to previous years. Health Checks also forecast to be below expectations by £30k.
Intelligence and Social Determinants	60	(10)	(10)	Specialist project work not required in current year.
Families and Children Services	6,440	343	0	Proposed savings for School Nursing will not be realised, due in part to delays in procurement and unattainable savings.
Public Health Investment Fund (PHIF)	2,162	39	39	Minor overspend of £39k which is due to projects spending in 2016/17 which were agreed in the previous year.
Salaries and Overheads	1,285	0	0	*See supplementary information below
Drawdown from Reserves	(596)	172	405	The current identified variances will reduce the estimated drawdown from reserves, which is budgeted at £596k and will instead be £424k.
Public Health – Grant	(22,516)	(387)	(387)	Public Grant final allocation of £22.903m exceeds the original budget estimate of £22.516m, giving an increase in funding. This was due to the final allocation being issued at the end of February (after the budget-setting process had concluded)
Total	0	0	0	

2: Key Risks

Risk Description	Lower Limit £000	Upper Limit £000
Awaiting consultation response for proposals to amend the funding formula for 2016/17 onwards.	0	1,930
Total	0	1,930

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

N/A.

4: Supplementary Monitoring Information

Relatively few invoices are paid in relation to the current financial year, so variance is based on budget manager forecasting, which will be analysed in greater depth once more invoices are received and paid. For the Sexual Health and Substance Misuse services in particular, suppliers of several large contracts are slow to invoice the Council for current activity. In previous years, this tends to be up-to-date by month 6, but until then will be based on last year's charges. These services underspent last year, so any changes to the forecast are likely to be positive.

For the Public Health Investment Fund (PHIF) expenditure, this is usually increased in-year along with Council priorities, so will change as the year progresses.

Salaries and Overheads is one area that is subject to change as the year progresses, as the Public Health service is about to undergo a restructure. This may affect the forecast from month 9, but will be known in more detail at month 7.

APPENDIX 9: CENTRALLY MANAGED BUDGETS
BUDGET REVENUE MONITORING REPORT – MONTH 5

1: Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Variance Analysis
	£000	£000	£000	
Corporate & Democratic Core	5,863	0	0	
Housing and Council Tax Benefits	(291)	0	0	
Levies	1,570	0	0	
Net Cost of Borrowing	32	300	300	The unfavourable variance forecast is due to the poor outlook for interest rates over the next year which will lead to reduced income on the cash balances held by the council.
Other Corporate Items (Includes Contingencies, Insurance, Land Charges)	5,032	(50)	200	A favourable variance of £250k on the corporate contingency held to fund the annual uplift in Non Domestic Rates is offset by a £200k adverse variance due to reduced Land Charge income caused by the slowdown in housing market activity.
Pensions & Redundancy	9,450	(272)	(272)	Past Service costs less than budgeted.
Total	21,656	(22)	228	

2: Key Risks

Risk Description	Lower Limit £000	Upper Limit £000
Interest rate fluctuations and changes in the Council's cash balances could result in favourable or adverse movements in the Net Cost of Borrowing.	(500)	0
Total	(500)	0

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

Centrally Managed Budgets		MTFS Target	On Track	In Progress	Delayed/ At Risk
		£000	£000	£000	£000
Total MTFS Savings		1,050	1,050		
Schemes Delayed / At Risk	£000	Reason			

4: Supplementary Monitoring Information

Currently there is £1.4m of approved expenditure from the Unallocated Contingency leave an available balance of £0.9m.

APPENDIX 10: HOUSING REVENUE ACCOUNT
BUDGET REVENUE MONITORING REPORT – MONTH 5

1: Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Variance Analysis
	£000	£000	£000	
Housing Income	(76,571)	0	0	
Finance and Resources	15,151	(369)	(369)	This underspend mainly relates to vacant posts (£165k), redundancy costs (£100k) and other minor underspends (£104k) including a delay in IT project spend.
Housing Services	13,055	114	89	Increase in grounds maintenance costs, with an estimated additional £180k. These additional costs will be partially offset by (£91k) projected underspends in staffing and a further £25k on contract costs.
Strategic Housing Stock Options Transfer	0	0	0	
Property Services	2,405	0	0	
Housing Repairs	13,869	0	0	
Housing Options HRA	343	(14)	(14)	This mainly relates to higher than expected income from hostels due to a lower void rate than budgeted.
Adult Social Care	48	0	0	
Regeneration	237	24	24	This relates to refurbishment costs at Mund Street, which are forecast at £24k.
Safer Neighbourhoods	578	0	0	
Housing Capital	29,824	0	0	
(Contribution to)/ Appropriation From HRA	(1,061)	(245)	(270)	

2: Key Risks

Risk Description	Lower Limit £000	Upper Limit £000
Universal Credit: A very prudent allowance was made in the budget for the impact of Welfare Reform, however, the full impact of Welfare Reform has not been felt yet. The timing of the roll out of Universal Credit and the resultant financial impact is being closely monitored and will be reported on monthly.	unknown	unknown
Managed Services: the general lack of data available from the system, the lack of systems assurance and reconciliation reporting, the time taken to resolve payment issues, the delay in implementing the system for leaseholder service charges, delayed and missing cash files preventing rent arrears from being managed and the associated bad debt risk, the opportunity cost of officer time in managing issues arising and other factors are expected to have both a financial and non-financial impact on the department.	unknown	unknown
Housing Development Programme: This relates to a reduction in the capitalisation of staffing costs resulting from delays in commencing construction on Housing Development programme projects compared to the position assumed when the original budget was prepared.	0	200
Termination of IT contract: the contract with Hammersmith & Fulham Bridge Partnership will terminate this year and it is expected that should there be any additional unbudgeted costs, these will be funded from an earmarked reserve set aside for this purpose.	unknown	unknown
Total	unknown	unknown

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

Housing Revenue Account	MTFS Target	On Track	In Progress	Delayed/ At Risk
	£000	£000	£000	£000
Total MTFS Savings	922	922		
Schemes Delayed / At Risk	£000s	Reason		

4: HRA General Reserve


	B/Fwd	Budgeted (Contribution to)/Appropriation from General Reserve	HRA Variance (Surplus)/ Deficit	Forecast C/F
	£000	£000	£000	£000
HRA General Reserve	(18,520)	(1,061)	(245)	(19,826)

5: Supplementary Monitoring Information

The Housing Revenue Account is forecast to show an underspend of (£245k) against the budget for 2016/17. This represents an unfavourable movement of £25k since last month. However, this needs to be considered in the context of a number of risks as outlined in the Key Risks section above.

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

Further detail relating to the issues arising as a result of Managed Services are outlined in the Key Risks section above.

<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>5th December 2016</p>	
<p>CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2016/17 (SECOND QUARTER)</p>	
<p>Report of the Cabinet Member for Financee – Councillor Max Schmid</p>	
<p>Open Report</p>	
<p>Classification: FOR DECISION</p> <p>Key Decision: Yes</p>	
<p>Wards Affected: ALL</p>	
<p>Accountable Director: Hitesh Jolapara, Strategic Finance Director</p>	
<p>Report Author: Christopher Harris, Head of Corporate Accountancy and Capital</p>	<p>Contact Details: Tel: 0208 753 6440 Email: christopher.harris@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. This report provides a financial update on the Council's Capital Programme and seeks approval for budget variations as at the end of the second quarter, 2016/17. A net decrease of **£18.3m** to the 2016/17 capital budget (as approved at the end of the first quarter, 2016/17) is proposed. This decrease is primarily associated with slippages to future years.

2. RECOMMENDATIONS

- 2.1. To approve proposed technical budget variations to the capital programme totalling **£18.3m** (summarised in Table 1 and detailed in Appendix 2).

3. REASONS FOR DECISION

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

4. CAPITAL PROGRAMME 2016-17 –Q2 VARIATIONS

4.1. The Council's capital programme as at the end of the second quarter 2016/17 – including proposed variations - is summarised in Table 1 below. A full analysis of elements of the programme funded from internal Council resource is included in section 6.

Table 1 – LBHF Capital Programme 2016-20 with proposed 2016/17 Q2 Variations

	Proposed Variations: Q1 Budget to Q2					Indicative Future Years Analysis				
	2016/17 Revised Budget (Q1) £'000	Slippages from/(to) future years £'000	Addition/ (Reduction) £'000	Transfers £'000	Total Variations (Q2) £'000	Revised Budget 2016/17 (Q2) £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total Budget (All years) £'000
CAPITAL EXPENDITURE										
Children's Services	45,566	(13,251)	(1,008)	-	(14,259)	31,307	23,754	7,334	-	62,395
Adult Social Care	3,564	(1,052)	-	-	(1,052)	2,512	565	450	1,387	4,914
Environmental Services	26,134	(3,735)	4,948	-	1,213	27,347	11,366	7,831	7,731	54,275
Finance & Corporate Services	436	-	-	-	-	436	-	-	-	436
Libraries	285	-	-	-	-	285	-	-	-	285
Sub-total (Non-Housing)	75,985	(18,038)	3,940	-	(14,098)	61,887	35,685	15,615	9,118	122,305
HRA Programme	50,532	(4,237)	3,929	-	(308)	50,224	33,292	24,885	24,508	132,909
Decent Neighbourhoods Programme	15,768	(4,067)	146	-	(3,921)	11,847	16,836	13,234	25,181	67,098
Sub-total (Housing)	66,300	(8,304)	4,075	-	(4,229)	62,071	50,128	38,119	49,689	200,007
Total Expenditure	142,285	(26,342)	8,015	-	(18,327)	123,958	85,813	53,734	58,807	322,312
CAPITAL FINANCING										
Specific/External Financing:										
Government/Public Body Grants	33,648	(4,482)	(870)	200	(5,152)	28,496	7,510	2,157	3,364	41,527
Developers Contributions (S106)	8,659	(2,613)	4,460	(619)	1,228	9,887	11,354	559	-	21,799
Leaseholder Contributions (Housing)	9,786	-	-	-	-	9,786	2,849	2,849	2,849	18,333
Sub-total - Specific Financing	52,093	(7,095)	3,590	(419)	(3,924)	48,169	21,713	5,565	6,213	81,659
Mainstream Financing (Internal):										
Capital Receipts - General Fund	18,095	(3,735)	-	(4,037)	(7,772)	10,323	9,922	3,840	3,840	27,925
Capital Receipts - Housing*	31,098	(4,904)	4,075	-	(829)	30,269	7,885	17,456	14,619	70,229
Revenue funding - General Fund	1,662	-	-	2,333	2,333	3,995	544	544	544	5,627
Revenue Funding - HRA	3,048	-	-	-	-	3,048	3,702	353	1,562	8,665
Major Repairs Reserve (MRR) [Housing]	18,109	-	-	-	-	18,109	17,820	17,404	19,794	73,127
Earmarked Reserves (Revenue)	2,090	-	350	(1,890)	(1,540)	550	-	-	-	550
Sub-total - Mainstream Funding	74,102	(8,639)	4,425	(3,594)	(7,808)	66,294	39,873	39,597	40,359	186,123
Internal Borrowing	10,340	(5,358)	-	4,013	(1,345)	8,995	18,977	8,573	12,235	48,779
Funding to be identified/agreed	5,750	(5,250)	-	-	(5,250)	500	5,250	-	-	5,750
Total Capital Financing	142,285	(26,342)	8,015	-	(18,327)	123,958	85,813	53,734	58,807	322,312

*Capital Receipts include use of brought forward Housing receipts

4.2. A net reduction to the 2016/17 programme of **£(18.3)m** is proposed, decreasing total budgeted expenditure from £142.2m to £123.9m. Of the proposed net variation, there is a reduction of £(26.3)m relating to slippages to future financial years. This is netted against an £8.0m increase that relates primarily to growth in the programme where external funding sources have now been confirmed or associated forecast funding has increased. A detailed analysis of proposed variations for approval is included at Appendix 2.

4.3. The capital programme presented here is based on approved projects and known funding allocations. The 2016/17 budget will be further updated throughout the year. The indicative future years' analysis (2017+) will be updated as pipeline schemes are confirmed or otherwise and these future years remain subject to approval in future capital programmes. Departments such as Children's Services, whose capital programme has traditionally depended on external specific grants, will be updated as and when future grants are confirmed.

5. CAPITAL FINANCE REQUIREMENT (CAPITAL DEBT)

5.1. The Capital Finance Requirement (CFR) measures the Council's long-term indebtedness. The current forecast for the General Fund Headline¹ CFR is shown in Table 2 below. The current HRA CFR forecast is shown in Table 3. The CFR is explained in more detail in Appendix 4.

Table 2 – General Fund CFR at Q2 2016-17 (including future years forecast)

General Fund CFR Forecast	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Closing CFR (Including DSG-funded Schools Windows borrowing)	54.05	55.55	63.63	64.45
Closing CFR (Excluding DSG-funded Schools Windows borrowing)	48.15	42.66	44.42	46.01

Table 3 – HRA CFR at Q2 2016-17 (including future years forecast)

HRA CFR Forecast	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Closing Forecast HRA CFR (excluding deferred costs of disposal)	203.44	215.19	215.19	225.78
Deferred Costs of Disposal	5.92	7.33	11.84	14.63
Closing Forecast HRA CFR (including deferred costs of disposal)	209.36	222.52	227.02	240.41

5.2. The General Fund CFR forecast is heavily dependent on the timing and certainty of capital receipts forecasts. Where receipts are not available to fund mainstream expenditure, and no other sources of funding can be found, internal borrowing will increase. This will increase the CFR. The General Fund CFR is also sensitive to any transfer of assets between the HRA and the General Fund (a process known as 'appropriation'). Where assets transfer from the HRA to the General Fund, the GF CFR increases by the market value of assets being transferred.

6. GENERAL FUND – MAINSTREAM PROGRAMME AND CAPITAL RECEIPTS

6.1. The General Fund mainstream programme cuts across the departmental programmes and represents schemes which are funded from internal Council resource – primarily capital receipts. The mainstream programme is summarised in Table 4 overleaf.

6.2. Forecast General Fund Capital receipts for 2016-17 are currently £7.5m. A summary of expected receipts and their application to capital funding/debt reduction is included in Appendix 3.

6.3. As at the end of the second quarter of 2016/17, £1m of deferred disposal costs have been accrued in respect of anticipated General Fund disposals. These costs are netted against the receipt when received (subject to certain restrictions). In the event that a sale does not proceed these costs must be written back to revenue. A summary of the deferred costs is included in Appendix 3.

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

Table 4 – General Fund Mainstream Programme 2016-20 with proposed 2016/17 Q2 Variations

	2016/17 Revised Budget	Variations (Q2)	2016/17 Budget (Q2)	Indicative Budget 2017/18	Indicative Budget 2018/19	Indicative Budget 2019/20	Total Budget (All years)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Approved Expenditure							
Ad Hoc Schemes:							
Schools Organisation Strategy [CHS] (mainstream element)	2,423	-	2,423	807	-	-	3,230
Hammersmith Town Hall Refurbishment (Mainstream Element/CPMP) [ENV]	-	2,850	2,850	3,575	1,325	1,000	8,750
Other Capital Schemes [ENV]	3,128	229	3,357	-	-	-	3,357
Carnwath Road [ENV]	3,070	(1,200)	1,870	1,200	-	-	3,070
Fulham Cemetery (Porta Cabins) [ENV]	85	(85)	-	85	-	-	85
Rolling Programmes:							
Disabled Facilities Grant [ASC]	533	-	533	450	450	450	1,883
Planned Maintenance/DDA Programme [ENV]	8,769	(5,300)	3,469	1,275	1,275	1,500	7,519
Footways and Carriageways [ENV]	2,459	(64)	2,395	2,030	2,030	2,030	8,485
Controlled Parking Zones [ENV]	333	-	333	275	275	275	1,158
Column Replacement [ENV]	246	59	305	269	269	269	1,112
Parks Programme [ENV]	986	360	1,346	500	500	500	2,846
Total Mainstream Programmes	22,032	(3,151)	18,881	10,466	6,124	6,024	41,495
Financing							
Capital Receipts	15,923	(5,600)	10,323	15,218	3,840	3,840	33,222
General Fund Revenue Account	3,737	808	4,545	544	544	544	6,177
Increase/(Decrease) in Internal Borrowing	2,372	1,641	4,013	(5,296)	1,740	1,640	2,097
Total Financing	22,032	(3,151)	18,881	10,466	6,124	6,024	41,495

7. HOUSING CAPITAL PROGRAMME

7.1. The expenditure and resource analysis for 2016-17 of the Housing Programme is summarised in Table 5 below:

Table 5 – Housing Capital Programme 2016-20 with proposed 2016/17 Q2 Variations

	2016/17 Revised Budget (Q1)	Total Variations (Q2)	2016/17 Budget (Q2)	Indicative Budget 2017/18	Indicative Budget 2018/19	Indicative Budget 2019/20
	£'000	£'000	£'000	£'000	£'000	£'000
Approved Expenditure						
Decent Neighbourhood Schemes	16,580	(4,089)	12,491	18,245	17,846	28,035
HRA Debt Repayment	1,563	-	1,563	-	-	-
HRA Schemes	48,970	(308)	48,662	33,292	24,885	24,508
Total Housing Programme - Approved Expenditure	67,113	(4,397)	62,716	51,537	42,731	52,543
<i>Adjustment for deferred costs</i>	<i>(813)</i>	<i>168</i>	<i>(645)</i>	<i>(1,409)</i>	<i>(4,612)</i>	<i>(2,854)</i>
Total Expenditure after deferred costs	66,300	(4,229)	62,071	50,128	38,119	49,689
Available and Approved Resource						
Capital Receipts - Unrestricted	29,224	237	29,461	5,376	851	10,159
Capital Receipts - RTB (141)	1,365	(1,066)	299	2,509	25	-
Capital Receipts - Sale of new build homes	510	-	510	-	-	-
Earls Court Receipts recognisable	-	-	-	-	16,581	4,460
Housing Revenue Account (revenue funding)	3,048	-	3,048	3,702	353	1,562
Major Repairs Reserve (MRR)	18,109	-	18,109	17,820	17,404	19,794
Contributions Developers (S106)	3,177	(2,480)	697	5,855	58	-
Repayment of NHHT loan	-	-	-	270	-	270
Contributions from leaseholders	9,786	-	9,786	2,849	2,849	2,849
Internal Borrowing	1,082	(920)	162	11,747	-	10,595
Total Funding	66,300	(4,230)	62,071	50,128	38,119	49,689

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

8. EQUALITY IMPLICATIONS

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

9. LEGAL IMPLICATIONS

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

9.2. Implications verified/completed by: David Walker, Principal Solicitor, Commercial and Corporate Property, 020 7361 2211.

10. FINANCIAL IMPLICATIONS

10.1. This report is wholly of a finance nature.

11. IMPLICATIONS FOR BUSINESS

11.1. The Council's Capital Programme represents significant expenditure within the Borough and consequently, where supplies are sourced locally, may impact either positively or negatively on local contractors and sub-contractors. Where capital expenditure increases, or is brought forward, this may have a beneficial impact on local businesses; conversely, where expenditure decreases, or is slipped, there may be an adverse impact on local businesses.

11.2. Implications completed by: Antonia Hollingsworth, Principal Business Investment Officer, Planning and Growth Dept. Tel: 020 8753 1698

12. RISK MANAGEMENT

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

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

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

13. PROCUREMENT AND IT STRATEGY IMPLICATIONS

13.1. There are no immediate procurement implications arising from this report. The corporate Procurement team will advise and support service departments on their major capital procurements as and when such support is required, including consideration of whether and how any social value, local economic and community benefits might be obtained from these.

13.2. Implications verified/completed by: Alan Parry, Interim Head of Procurement (Job-Share) - 020 7361 2581.

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

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Capital Programme 2016-20 (Published Feb 2016)	Christopher Harris tel. 6440	Finance Dept., Room10, Hammersmith Town Hall

LIST OF APPENDICES:

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

Appendix 2 – Analysis of Budget Variations

Appendix 3 – Capital Receipts Forecast

Appendix 4 – Capital Finance Requirement

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

Children's Services

Current Year Programme

Indicative Future Years Analysis

	Analysis of Movements (Q1 to Q2)					Revised Budget 2016/17 (Q2) £'000	2017/18 Budget £'000	2018/19 Budget £'000	2019/20 Budget £'000	Total Budget (All years) £'000
	2016/17 Revised Budget (Q1) £'000	Slippages from/(to) future years £'000	Additions/ (Reductions) £'000	Transfers £'000	Total Transfers/ Virements £'000					
Scheme Expenditure Summary										
Lyric Theatre Development	2,145	-	-	-	-	2,145	-	-	-	2,145
Schools Organisational Strategy	33,128	(8,813)	(1,008)	-	(9,821)	23,307	16,524	501	-	40,332
Schools Window Replacement Project	9,258	(4,438)	-	-	(4,438)	4,820	7,230	6,833	-	18,883
Other Capital Schemes	1,035	-	-	-	-	1,035	-	-	-	1,035
Total Expenditure	45,566	(13,251)	(1,008)	-	(14,259)	31,307	23,754	7,334	-	62,395
Capital Financing Summary										
Specific/External or Other Financing										
Capital Grants from Central Government	25,857	(3,430)	-	-	(3,430)	22,427	4,968	-	-	27,395
Grants and Contributions from Private Developers (includes S106)	133	(133)	-	-	(133)	-	5,499	501	-	6,000
Capital Grants/Contributions from Non-departmental public bodies	2,145	-	(1,008)	-	(1,008)	1,137	-	-	-	1,137
Capital Grants and Contributions from GLA Bodies	-	-	-	-	-	-	-	-	-	-
Sub-total - Specific or Other Financing	28,135	(3,563)	(1,008)	-	(4,571)	23,564	10,467	501	-	34,532
Mainstream Financing (Internal Council Resource)										
Capital Receipts	2,193	-	-	-	-	2,193	807	-	-	3,000
General Fund Revenue Account (revenue funding)	230	-	-	-	-	230	-	-	-	230
Use of Reserves	-	-	-	-	-	-	-	-	-	-
Sub-total - Mainstream Funding	2,423	-	-	-	-	2,423	807	-	-	3,230
Borrowing	9,258	(4,438)	-	-	(4,438)	4,820	7,230	6,833	-	18,883
Funding to be identified/agreed	5,750	(5,250)	-	-	(5,250)	500	5,250	-	-	5,750
Total Capital Financing	45,566	(13,251)	(1,008)	-	(14,259)	31,307	23,754	7,334	-	62,395

Adult Social Care Services

Current Year Programme

Indicative Future Years Analysis

Analysis of Movements (Q1 to Q2)

2016/17 Revised Budget (Q1) £'000	Slippages from/(to) future years £'000	Additions/ (Reductions) £'000	Transfers £'000	Total Transfers/ Virements £'000	Revised Budget 2016/17 (Q2) £'000
--------------------------------------	---	----------------------------------	--------------------	-------------------------------------	--------------------------------------

2017/18 Budget £'000	2018/19 Budget £'000	2019/20 Budget £'000	Total Budget (All years) £'000
-------------------------	-------------------------	-------------------------	-----------------------------------

Scheme Expenditure Summary

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

957	(957)	-	-	(957)	-
244	(95)	-	-	(95)	149
-	-	-	-	-	-
300	-	-	-	-	300
-	-	-	-	-	-
1,022	-	-	-	-	1,022
1,041	-	-	-	-	1,041

20	-	937	957
95	-	-	244
-	-	-	-
-	-	-	300
-	-	-	-
-	-	-	1,022
450	450	450	2,391

Total Expenditure

3,564	(1,052)	-	-	(1,052)	2,512
-------	---------	---	---	---------	-------

565	450	1,387	4,914
-----	-----	-------	-------

Capital Financing Summary

Specific/External or Other Financing

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

2,731	(1,052)	-	-	(1,052)	1,679
-	-	-	-	-	-
300	-	-	-	-	300
-	-	-	-	-	-
3,031	(1,052)	-	-	(1,052)	1,979

115	-	937	2,731
-	-	-	-
-	-	-	300
-	-	-	-
115	-	937	3,031

Mainstream Financing (Internal Council Resource)

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

533	-	-	-	-	533
-	-	-	-	-	-
-	-	-	-	-	-
533	-	-	-	-	533

450	450	450	1,883
-	-	-	-
-	-	-	-
450	450	450	1,883

Borrowing

-	-	-	-	-	-
---	---	---	---	---	---

-	-	-	-
---	---	---	---

Total Capital Financing

3,564	(1,052)	-	-	(1,052)	2,512
-------	---------	---	---	---------	-------

565	450	1,387	4,914
-----	-----	-------	-------

Environmental Services

Current Year Programme

Indicative Future Years Analysis

Scheme Expenditure Summary

Planned Maintenance/DDA Programme
King Street Redevelopment
Footways and Carriageways
Transport For London Schemes
Controlled Parking Zones
Column Replacement
Carnwath Road
Fulham Cemetery (Porta Cabin Facility)
Hammersmith Bridge Strengthening
Other Capital Schemes
Parks Expenditure
Phoenix Centre Capital Improvements
Shepherds Bush Common Improvements
Recycling
CCTV
Linford Christie Stadium Refurbishment

Total Expenditure

Capital Financing Summary

Specific/External or Other Financing

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

Mainstream Financing (Internal Council Resource)

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

Borrowing

Total Capital Financing

Analysis of Movements (Q1 to Q2)					
2016/17 Revised Budget (Q1)	Slippages from/(to) future years	Additions/ (Reductions)	Transfers	Total Transfers/ Virements	Revised Budget 2016/17 (Q2)
£'000	£'000	£'000	£'000	£'000	£'000
8,769	-	-	(5,300)	(5,300)	3,469
-	(2,450)	4,250	5,300	7,100	7,100
2,395	-	-	-	-	2,395
3,005	-	138	-	138	3,143
332	-	-	-	-	332
305	-	-	-	-	305
3,070	(1,200)	-	-	(1,200)	1,870
85	(85)	-	-	(85)	-
170	-	-	-	-	170
5,389	-	210	-	210	5,599
1,426	-	-	-	-	1,426
-	-	350	-	350	350
586	-	-	-	-	586
19	-	-	-	-	19
443	-	-	-	-	443
140	-	-	-	-	140
26,134	(3,735)	4,948	-	1,213	27,347
-	-	-	-	-	-
4,628	-	4,460	(619)	3,841	8,469
-	-	-	-	-	-
2,615	-	138	200	338	2,953
7,243	-	4,598	419	4,179	11,422
15,369	(3,735)	-	(4,037)	(7,772)	7,597
1,432	-	-	2,333	2,333	3,765
2,090	-	350	(1,890)	(1,540)	550
18,891	(3,735)	350	3,594	(6,979)	11,912
-	-	-	4,013	4,013	4,013
26,134	(3,735)	4,948	-	1,213	27,347

2017/18 Budget	2018/19 Budget	2019/20 Budget	Total Budget (All years)
£'000	£'000	£'000	£'000
1,275	1,275	1,500	7,519
3,575	1,325	1,000	13,000
2,030	2,030	2,030	8,485
2,157	2,157	2,157	9,614
275	275	275	1,157
269	269	269	1,112
1,200	-	-	3,070
85	-	-	85
-	-	-	170
-	-	-	5,599
500	500	500	2,926
-	-	-	350
-	-	-	586
-	-	-	19
-	-	-	443
-	-	-	140
11,366	7,831	7,731	54,275
-	-	-	-
-	-	-	8,469
-	-	-	-
2,157	2,157	2,157	9,424
2,157	2,157	2,157	17,893
8,665	3,390	3,390	23,042
544	544	544	5,397
-	-	-	550
9,209	3,934	3,934	28,989
-	1,740	1,640	7,393
11,366	7,831	7,731	54,275

Finance & Corporate Governance

Current Year Programme

Indicative Future Years Analysis

Analysis of Movements (Q1 to Q2)

	2016/17 Revised Budget (Q1) £'000	Slippages from/(to) future years £'000	Additions/ (Reductions) £'000	Transfers £'000	Total Transfers/ Virements £'000	Revised Budget 2016/17 (Q2) £'000	2017/18 Budget	2018/19 Budget	2019/20 Budget	Total Budget (All years)
							£'000	£'000	£'000	£'000
Scheme Expenditure Summary										
Relocation of HAFAD to Edward Woods Community Centre and Related Refurbishment Requirements	436	-	-	-	-	436	-	-	-	436
Total Expenditure	436	-	-	-	-	436	-	-	-	436
Capital Financing Summary										
Specific/External or Other Financing										
Capital Grants from Central Government		-	-	-	-	-	-	-	-	-
Grants and Contributions from Private Developers (includes S106)	436	-	-	-	-	436	-	-	-	436
Capital Grants/Contributions from Non-departmental public bodies	-	-	-	-	-	-	-	-	-	-
Capital Grants and Contributions from GLA Bodies		-	-	-	-	-	-	-	-	-
Sub-total - Specific or Other Financing	436	-	-	-	-	436	-	-	-	436
Mainstream Financing (Internal Council Resource)										
Capital Receipts	-	-	-	-	-	-	-	-	-	-
General Fund Revenue Account (revenue funding)	-	-	-	-	-	-	-	-	-	-
Use of Reserves		-	-	-	-	-	-	-	-	-
Sub-total - Mainstream Funding	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-	-
Total Capital Financing	436	-	-	-	-	436	-	-	-	436

Libraries Services

Current Year Programme

Indicative Future Years Analysis

Analysis of Movements (Q1 to Q2)

2016/17 Revised Budget (Q1) £'000	Slippages from/(to) future years £'000	Additions/ (Reductions) £'000	Transfers £'000	Total Transfers/ Virements £'000	Revised Budget 2016/17 (Q2) £'000	2017/18 Budget £'000	2018/19 Budget £'000	2019/20 Budget £'000	Total Budget (All years) £'000
Hammersmith Library Refurbishment Project	-	-	-	-	285	-	-	-	285
Total Expenditure	-	-	-	-	285	-	-	-	285
Specific/External or Other Financing									
Capital Grants from Central Government	-	-	-	-	-	-	-	-	-
Grants and Contributions from Private Developers (includes S106)	285	-	-	-	285	-	-	-	285
Capital Grants/Contributions from Non-departmental public bodies	-	-	-	-	-	-	-	-	-
Capital Grants and Contributions from GLA Bodies	-	-	-	-	-	-	-	-	-
Sub-total - Specific or Other Financing	285	-	-	-	285	-	-	-	285
Mainstream Financing (Internal Council Resource)									
Capital Receipts	-	-	-	-	-	-	-	-	-
General Fund Revenue Account (revenue funding)	-	-	-	-	-	-	-	-	-
Use of Reserves	-	-	-	-	-	-	-	-	-
Sub-total - Mainstream Funding		-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-
Total Capital Financing	285	-	-	-	285	-	-	-	285

Housing Capital Programme

Current Year Programme

Indicative Future Years Analysis

Analysis of Movements (Q1 to Q2)

2016/17 Revised Budget (Q1) £'000	Slippages from/(to) future years £'000	Additions/(Reductions) £'000	Transfers £'000	Total Transfers/Virements £'000	Revised Budget 2016/17 (Q2) £'000	2017/18 Budget £'000	2018/19 Budget £'000	2019/20 Budget £'000	Total Budget (All years) £'000	
Scheme Expenditure Summary										
<i>HRA Schemes:</i>										
Supply Initiatives (Major Voids)	1,600	-	-	53	53	1,653	500	-	-	2,153
Energy Schemes	3,995	(1,707)	-	(53)	(1,760)	2,235	4,277	2,175	2,200	10,887
Lift Schemes	6,033	(750)	-	-	(750)	5,283	5,535	5,165	1,850	17,833
Internal Modernisation	1,000	-	-	-	-	1,000	250	250	500	2,000
Major Refurbishments	22,962	(1,630)	-	3	(1,627)	21,335	14,585	9,893	11,849	57,662
Planned Maintenance Framework	6,116	-	-	(2)	(2)	6,114	250	-	-	6,364
Minor Programmes	9,083	(150)	800	(1)	649	9,732	6,945	6,452	7,209	30,338
ASC/ELRS Managed	1,309	-	-	-	-	1,309	950	950	900	4,109
HRA Debt Repayment	1,563	-	-	-	-	1,563	-	-	-	1,563
Rephasing & Reprogramming	(3,129)	-	3,129	-	3,129	-	-	-	-	-
Subtotal HRA	50,532	(4,237)	3,929	-	(308)	50,224	33,292	24,885	24,508	132,909
<i>Decent Neighbourhood Schemes:</i>										
Earls Court Buy Back Costs	8,482	-	-	-	-	8,482	7,008	13,142	25,181	53,813
Earls Court Project Team Costs	813	(168)	-	-	(168)	645	1,409	4,612	2,854	9,520
Housing Development Project	5,181	(4,067)	-	-	(4,067)	1,114	9,361	92	-	10,567
Other DNP projects	2,105	-	146	-	146	2,251	467	-	-	2,718
Subtotal Decent Neighbourhoods	16,581	(4,235)	146	-	(4,089)	12,492	18,245	17,846	28,035	76,618
Total Expenditure	67,113	(8,472)	4,075	-	(4,397)	62,716	51,537	42,731	52,543	209,527
Adjustment for deferred costs	(813)	168	-	-	168	(645)	(1,409)	(4,612)	(2,854)	(9,520)
Total Net Expenditure	66,300	(8,304)	4,075	-	(4,229)	62,071	50,128	38,119	49,689	200,007
Capital Financing Summary										
<i>Specific/External or Other Financing</i>										
Contributions from leaseholders	9,786	-	-	-	-	9,786	2,849	2,849	2,849	18,333
Grants and Contributions from Private Developers (includes S106)	3,177	(2,480)	-	-	(2,480)	697	5,855	58	-	6,609
Capital Grants/Contributions from Non-departmental public bodies	-	-	-	-	-	-	270	-	270	540
Sub-total - Specific or Other Financing	12,963	(2,480)	-	-	(2,480)	10,483	8,974	2,907	3,119	25,482
<i>Mainstream Financing (Internal Council Resource)</i>										
Capital Receipts	31,098	(4,904)	4,075	-	(829)	30,269	7,885	17,456	14,619	70,229
Housing Revenue Account (revenue funding)	3,048	-	-	-	-	3,048	3,702	353	1,562	8,665
Major Repairs Reserve (MRR) / Major Repairs	18,109	-	-	-	-	18,109	17,820	17,404	19,794	73,127
Sub-total - Mainstream Funding	52,255	(4,904)	4,075	-	(829)	51,426	29,407	35,213	35,975	152,021
Borrowing (Internal Borrowing)	1,082	(920)	-	-	(920)	162	11,747	-	10,595	22,503
Total Capital Financing	66,300	(8,304)	4,075	-	(4,229)	62,071	50,128	38,119	49,689	200,007

Appendix 2 – Analysis of Budget Variations

Variation by Service	Amount £'000
Children's Services (CHS)	
School's Organisation Strategy – Slippage from/(to) 2017/18 in respect of the following projects: Ark Conway £(2,470)k Bentworth £(473)k Burlington Danes £(149)k Queens Manor Resource Centre- £(5,250)k Bridge Academy £(531)k Pope John £60k	(8,813)
School's Organisation Strategy-Adjustment to budget of £(1,008)k for Sacred Heart High School to reflect the school-funded element of this programme. This project has now been completed.	(1,008)
Slippage of Schools' Windows project of £(4,438)k to future years due to re-profiling.	(4,438)
Total CHS variations	(14,259)
Adult Social Care (ASC)	
Community Capacity Grant –slippage to 2017/18	(95)
Extra Care New Build Project- slippage to future years	(957)
Total ASC variations	(1,052)
Environmental Services (ENV)	
TFL funded schemes -additional budget to reflect an increase in external funding (TFL grant)	138
Planned Maintenance/DDA Programme-budget transfer to recognise Hammersmith Town Hall Refurbishment/King Street Redevelopment as a separate project	(5,300)
Hammersmith Town Hall Refurbishment/King Street Redevelopment- budget transfer of £5,300k from Planned Maintenance/DDA Programme and additional budget of £4,250k funded by S106 (as approved by Cabinet on 6 th July 2015)	9,550
Other Capital Schemes- additional budget to reflect an increase in external funding (S106)	210
Phoenix Centre Capital Improvements – new approved project financed by Public Health Funding received in 2015/16	350
Fulham Cemetery (Porta Cabin Facility)-slippage to 2017/18 due to project delays	(85)
Carnwath Road-slippage to 2017/18	(1,200)
Hammersmith Town Hall Refurbishment/King Street Redevelopment-slippage to future years due to project delays	(2,450)
Total ENV variations	1,213
Housing Capital Programme	
HRA schemes- net slippage from/(to) future years as a result of budget re-profiling	(308)
Earls Court Project Team Costs –slippage due to project delays	(168)
Housing Development Project- slippages result of delay in start of the existing housing development schemes due to procurement issues	(4,067)
Other DNP projects-additional budget for Emlyn Gardens project to reflect adjustment to final invoices.	146
Adjustment for deferred costs –reduction in costs related to Earls Court project	168
Total Housing variations	(4,229)
Grand Total 2016-17 Variations	(18,327)

Appendix 3 – General Fund – Summary of Forecast Capital Receipts and mainstream resource tracker

Year/Property	Previous Forecast £'000s	Movement/ Slippage £'000s	Forecast Outturn at Quarter 2 £'000s	Deposit received to date £'000s	Full sales proceeds @ Q2 £'000s	Deferred Costs of Disposal reserved £'000s
2016/17						
Total 2016/17	13,079	(5,599)	7,479	250	575	449
2017/18						
Total 2017/18	8,983	6,236	15,218	-	-	549
2018/19						
Total 2018/19	3,840	-	3,840	-	-	-
2019/20						
Total 2019/20	3,840	-	3,840	-	-	-
Total All Years	29,741	636	30,378	250	575	998

Mainstream Forecast Resource Tracker	2016/17	2017/18	2018/19	2019/20
Capital Receipts B/fwd	2,844	-	1,380	-
Capital Receipts generated in year	7,479	15,218	3,840	3,840
Capital Receipts used in year - Capital Expenditure	(10,323)	(9,922)	(5,220)	(3,840)
Capital Receipts used in year - repayment of internal borrowing	-	(3,916)	-	-
Capital Receipts C/fwd	-	1,380	-	-

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

The Capital Finance Requirement (CFR) measures an authority's underlying need to borrow for a capital purpose.

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


The CFR does not necessarily equal the outstanding loans of the authority. A council may – at a given point in time - be 'cash rich' and pay for a new asset in full without entering into new loans. However, unless the Council simultaneously sets aside reserves, this purchase remains 'unfunded' and the CFR will increase. This scenario is known as 'internal borrowing'.

The CFR can therefore be thought of as the total of external borrowing (loans) and internal borrowing.

An alternative way of considering the CFR is that it represents the amount the Council would need to borrow if all its other liabilities were called-in. Hence it shows the 'underlying need to borrow'.

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

Agenda Item 6

<p style="text-align: center;">London Borough of Hammersmith & Fulham</p> <p style="text-align: center;">CABINET</p> <p style="text-align: center;">5th December 2016</p>	
<p>ICT Transition - Assuring Service Continuity Phase 3 – Transformation of Telephony and Network Services</p>	
<p>Report of the Cabinet Member for Finance – Councillor Max Schmid</p>	
<p>Open Report</p> <p>A separate report on the exempt part of the agenda provides exempt information in connection with this report.</p>	
<p>Classification - For Decision</p> <p>Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Executive Director: Nigel Palace, Chief Executive</p>	
<p>Report Author: Jackie Hudson, Transition Director, shared ICT services</p>	<p>Contact Details: Tel: 020 8753 2946 Email: jackie.hudson@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. The council last updated its telephony and network equipment in 1999 with a major refresh funded by a capital spend of over £1 million. This means the telephony switch equipment now is 17 years old, antiquated and has come to the end-of-life.
- 1.2. The outdated equipment at the heart of the telephony service, without an upgrade, risks compromising all phone calls including residents' telephone calls to and from the council and staff telephone calls internally. Therefore, the council must carry out a major upgrade with some urgency.
- 1.3. In addition, the council also has some end of life network equipment which again would threaten service disruption if not replaced soon. This paper recommends its replacement.

- 1.4. Finally, a major business change, the Hammersmith town hall (HTH) refurbishment, demands modern technology to deliver future-proofed services and a further significant increase in mobile working. The recommendation in this paper also supports this major change.
- 1.5. The council's joint network team is commissioning and overseeing the delivery of any change detailed below. The service tower 4 partner (BT) is delivering commodity items including providing the data circuits, hardware and the managed services infrastructure support, service, design, and delivery.
- 1.6. This paper proposes that BT, through the Lot 4 agreement (Call Off Contract – Relating to Information and Technology Services), installs new telephone and network lines plus associated services, to meet the following six requirements:
 1. Hammersmith corporate network and broadband sites
 - BT will replace H&F's existing corporate network with BT's new service to 29 larger sites. This new service is a private cloud based service that offers multiple network access options in terms of improved performance, service levels, support, and availability.
 - Secondly, BT will replace the whole series of 69 remote users / small sites (e.g.) Sheltered Housing sites, who currently experience poor quality connections and service. Instead, the new replacement service will use an internet based service called Super-Fast Broadband ("SFBB") that results in better connections, support, and consistent speed.
 2. Hammersmith telephony trunking - this consists of three distinct elements;
 - This would take all H&F's outdated telephony systems and upgrade and bundle them into just one single service, known as SIP. This is the highest standard of technology for all telephone calls and services.
 - The council now has over 6000 telephone lines i.e. direct dial lines for round 2,600 staff. The plan is to consolidate these lines into this new SIP service. This will completely digitise the service i.e. see the end of more analogue calls and equipment.
 - The council must have enough SIP channels to support existing digital inbound and outbound call volumes and usage, Netcall and Interactive Voice Recognition (IVR). This will support those corporate contact centre services.
 3. Hammersmith Secure Internet Gateway
 - The council must have access to a gateway for all the Internet transactions that it currently does: Netcall Service centre, Adult Social care, staff access to Internet etc. This ensures all data and transactions remain safe and secure in line with the latest standards for the Internet.

4. Network Hardware Support

- The council must ensure its present estate of network hardware equipment is protected with the appropriate level of support. This measure ensures the council receives the right level of support and maintenance for its four key vendors (Cisco, Aruba, Juniper and F5).

5. Unify Openscape Unified Communications system upgrade

- This project will see the upgrade of the council's present Openscape Unified Communications solution to the latest version. The current version is now end-of-life and will soon be out of support with its supplier. It remains a critical council business system and requires an immediate upgrade.

6. Netcall migration to fully hosted solution

- Netcall runs all the councils contact centre and IVR telephone menu technology. As such, it is one of the councils most critical systems to both staff and residents, and it also must be upgraded for this business critical system to be as secure as possible. Therefore it must be moved to a hosted solution off council premises. This will ensure greater connectivity, safer connections and improved resilience and maintenance. In addition, the Netcall system software itself will be upgraded to the latest version.

2. RECOMMENDATIONS

- 2.1. The Cabinet is asked to approve the purchase of new telephone and network lines with associated managed services from BT, as described in section 1.6 of this report, for a one off cost of approximately £449,000. In addition to modernising the equipment, this will enable a saving of at least £187,000 per year against an existing budget of c.£748,000.

3. REASONS FOR DECISION

- 3.1. The recommendation is on the basis that the savings associated will be in the order of £859,000 over 5 years.
- 3.2. The report seeks approval of funding to improve the quality of ICT service currently experienced by residents and staff.
- 3.3. The council has business critical services which it has to continue to provide post the end of the service contract with HFBP. These include among other services the platforms for all inbound and outbound calls to residents.
- 3.4. The council needs to have the capacity to deliver the HTH refurbishment to a high quality with good ICT.
- 3.5. Much of the ICT equipment and systems described here are nearing end-of-life.

3.6. These works will ensure the Council stops using end-of-life telephony and network equipment that are up to 17 years old.

4. BUSINESS BENEFITS

- 4.1. The proposed investment future proofs the council's ICT service delivery for at least the next 5 years, and guarantees the critical continuity of service to council and residents.
- 4.2. Large cost reductions in annual charges when compared to existing network and telephony spend.
- 4.3. The joint network team will create a single consolidated service infrastructure whereby there is only one set of hardware and software to support which yields further efficiencies. In addition, there will be just one single vendor point of contact (BT) for all the technologies outlined here.
- 4.4. By using the very latest consistent broadband, network and technology standards, there will be increased capacity and availability to critical services, sites, and its users, providing higher performance at a lower cost.
- 4.5. The council and residents will benefit from modern, much improved standardised network security - thus ensuring the integrity and priority of data and information. Such measures provide a common platform for H&F council to share applications and services, with further expandability for other online services, facilitates sharing with other councils. For residents, it means easier more reliable ways to contact the council.
- 4.6. Improved management reporting of both incoming and outgoing calls with statistics on numbers of calls abandoned, answered, etc. On outgoing calls, H&F will have access to better statistics and billing data.

5. FINANCIAL COSTS

5.1. Below is a summary of the financial considerations for all the recommended projects:

Project	One-Off Costs (£'000's)	FY 16/17 Q4	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Total Cost	449	84	561	561	557	557
Current Cost	N/A	187	748	748	744	744
Saving	N/A	103	187	187	191	191

6. IT STRATEGY IMPLICATIONS

- 6.1. The report is aligned with the current 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 critical council initiatives, including the realisation of savings in excess of £4.7m.

Verified by: Ciara Shimidzu, Head of Information, Strategy and Projects, 0208 753 3895.

7. PROCUREMENT IMPLICATIONS

- 7.1. There are no procurement related implications contained in the recommendations. It is the intention of the council to call off from an existing contractual arrangement that it has with BT.

Verified by: Alan Parry, Interim Head of Procurement (Job-share). Telephone 0208 753 2581.

8. FINANCIAL AND RESOURCES IMPLICATIONS

- 8.1. Delivery of the project will require up-front investment of £449,000. This will be funded from the Efficiency Projects Reserve (through a transfer to the IT Enablers Fund). The project will deliver anticipated annual savings of £187,000 per annum. The pay-back period of the up-front investment is 2.4 years.
- 8.2. The annual savings will contribute towards the existing MTFS target for overall IT savings of £4,700,000.

Verified by: Andrew Lord – Head of Strategic Planning and Monitoring - Finance 020 8753 2531.

9. LEGAL IMPLICATIONS

- 9.1. No legal implications.

Implications completed by: Andre Jaskowiak, Deputy Team Leader (Contracts) 0207 361 2756.

10. RISK MANAGEMENT

- 10.1. Several strategic risks, all relating to the timeliness and proximate risk, of decision-making need to be managed. A timely decision is essential or legal and procurement impact, staffing impact and service failure are all likely. These would impact negatively, if realised, on the following risks; managing in year and medium term budgets; market testing and achieving the best possible services at lowest possible cost to the local taxpayer; Service Resilience; decision making and the consequential impact on the reputation of services. A further risk is that of the complexity and risk in the programme generally.


- 10.2. An urgent upgrade to telephony equipment is needed. Without this the LBHF telephony switches are beyond end of life. Unless the council plans and implements renewal soon, it is likely that there will be a service failure where members of the public potentially would not be able to call into the council. This service failure would have significant reputational risk to the council and would incur extra cost to deliver the service, perhaps through differing resources whilst the issue is resolved.

Verified by: Michael Sloniowski, Shared Services Risk Manager, 0208 753 2587

**LOCAL GOVERNMENT ACT 1972 (AS AMENDED)
BACKGROUND PAPERS USED IN THE PREPARATION OF THIS REPORT**

None.

Agenda Item 7

<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>5TH DECEMBER 2016</p>	
SUBSCRIPTIONS/AFFILIATIONS FOR EXTERNAL ORGANISATIONS 2017/18	
Report of the Cabinet Member for Finance – Councillor Max Schmid	
Open Report	
Classification - For Decision / For Information	
Key Decision: Yes	
Wards Affected: ALL	
Accountable Director: Hitesh Jolapara – Strategic Finance Director	
Report Author: Gary Ironmonger – Finance Manager	Contact Details: Tel: 020 8753 2109 E-mail: gary.ironmonger@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. Historically the decision to subscribe to London Councils, Local Government Association and the London Boroughs Grants Scheme has been taken by Cabinet in the January preceding the financial year the subscriptions are due.
- 1.2. Because these subscription rates are not set until mid to late December there are timing difficulties in taking these reports to Members. Special dispensation is required to get reports onto the Cabinet Agenda. It is therefore proposed that the final decision on these subscriptions are delegated to the Cabinet Member for Finance in order to fit in with the LBHF reporting timetable.
- 1.3. The financial value of these subscriptions and grants contributions will be in the range of £370,000 to £400,000 based on 2016/17 figures. The subscription to London Councils for 2016/17 was £161,958 with a one off rebate of £25,000. The base borough LBHF contribution to the London Borough Grants scheme was £188,006 in 2016/17 offset by a one off repayment to boroughs from reserves. The subscription to the Local Government Association in 2016/17 was £26,577 (inclusive of discounts totalling 5%).

2. RECOMMENDATIONS

- 2.1. That delegated authority be given to the Cabinet Member for Finance to renew the subscription to London Councils for 2017/18.
- 2.2. That delegated authority be given to the Cabinet Member for Finance to approve the 2017/18 contribution to the London Boroughs Grant Scheme.
- 2.3. That delegated authority be given to the Cabinet Member for Finance to renew the subscription to the Local Government Association in 2017/18.

3. REASONS FOR DECISION

- 3.1. A decision is required in order to streamline the process for authorising the major corporate subscriptions/affiliations and grant contributions.

4. INTRODUCTION AND BACKGROUND

- 4.1. This report deals with the major corporate subscriptions/affiliations whose funding is included in the Finance and Corporate Services' estimates.

5. PROPOSAL AND ISSUES

- 5.1. Approval is being sought to delegate authority to the Cabinet Member for Finance to decide on the renewal of the subscription to London Councils and the Local Government Association for 2017/18 and the London Boroughs Grant Scheme for 2017/18. The level of 2016/17 contributions are included in paragraphs 5.2 to 5.5 to provide background information
- 5.2. The Local Government Association subscription for 2016/17 after discounts for prompt payment and a loyalty discount for not being on notice of withdrawal is £26,577. This subscription has been frozen at the 2013/14 level and has reduced by 45% since 2009/10 (appendix 1a)
- 5.3. The 2016/17 subscription for London Councils is £161,958. In 2016/17, there will be a one off reduction of £25,000 funded from London Council joint committee reserves reducing the payment due to £136,958 (appendix 1a).
- 5.4. The total cost of the London Boroughs contribution to the Grant Scheme has been held at £9m for 2016/17 and the LBHF contribution is £188,006 (appendix 1b). After allowing for a one off rebate from reserves the net cost to LBHF is £177,854.
- 5.5. The benefits of continuing membership of these organisations is contained in appendix 2.

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1. The rationale for continuing the subscriptions to London Councils and the Local Government Association are based on the benefits of continuing membership of these organisations as expanded on in Appendix 2.

7. CONSULTATION

- 7.1. N/A

8. EQUALITIES IMPLICATIONS

- 8.1. N/A

9. LEGAL IMPLICATIONS

- 9.1. Two of the three subscription and grant contributions outlined in this report involve decisions with expenditure of over £100,000. Decisions involving expenditure of more than £100,000 can be categorised as key decisions and should be included on any key decision list. Where the delegation currently exists for Cabinet to take such a decision then a report from Cabinet authorising the delegation of these specific decisions to the Cabinet Member for Finance should be completed and approved by Cabinet. The Cabinet Member for Finance would then reply on that report as authority to make the decisions outlined in this report.

- 9.2. Implications completed by: - Joyce Golder, Principal Solicitor, 020 7361 2181

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. The financial implications will be finalised when the level of the subscriptions/contributions are known. Currently there is sufficient budget to support these affiliations/contributions.

- 10.2. Implications completed by: Gary Ironmonger.

11. IMPLICATIONS FOR BUSINESS

- 11.1. There are no implications that affect local businesses.

12. RISK MANAGEMENT

- 12.1. There are no implications.

13. PROCUREMENT IMPLICATIONS

- 13.1. There are no immediate procurement implications arising from this report.

13.2. Implications completed by: - John Francis, Interim Head of Procurement (job-share), 020 8753 2582

APPENDIX 1a

<u>ORGANISATION</u>		<u>SUBSCRIPTIONS</u> <u>2015/2016</u>	<u>SUBSCRIPTIONS</u> <u>2016/2017</u>
1	London Councils Base- for the joint committee core and associated functions.	£158,255	£152,740
2	London Councils - Central bodies (LGE Grant).	£3,763	£3,763
3	London Councils – 16-19 RPG Regional Activities.	£5,455	£5,455
	London Councils Subscription	£167,473	£161,958
4	London Councils – 2015/16 one off credit (funded from uncommitted Joint Committee reserve.	£(25,000)	£(25,000)
	London Councils – Sub Total	£142,473	£136,958
5	Local Government Association (<i>including AMA rent credit - see appendix 2</i>).	£26,577	£26,577
	TOTAL	£169,050	£163,535

Appendix 1b

	2015/16 Contribution (£)	2016/17 Contribution (£)
LBHF Contribution to the London Boroughs Grant Scheme	£191,078	£188,006

APPENDIX 2

DETAILS OF SUBSCRIPTION/AFFILIATION ORGANISATIONS

1. LONDON COUNCILS

London Councils is the local government association for London, bringing together representatives of the 32 London Boroughs and the Corporation of London. It develops policy, lobbies government and others, and runs a range of services including the Freedom Pass, the Taxicard Scheme, the London Lorry Control Scheme and the Parking and Traffic Appeals Service.

2. LONDON COUNCILS - LOCAL GOVERNMENT EMPLOYERS ORGANISATION (CENTRAL BODIES)

The Local Government Employers was created by the Local Government Association and works with local authorities, regional employers, and other bodies to lead and create solutions on pay, pensions and the employment contract.

3. LOCAL GOVERNMENT ASSOCIATION


The Local Government Association (LGA) promotes the interests of English and Welsh local authorities.

The LGA exists to promote better local government and is a voluntary lobbying organisation.

In addition to representing various local government authorities it also represents fire authorities, police authorities, national park authorities and passenger transport authorities. The LGA also provides support to help councils and councillors develop and improve.

Explanation of the AMA rental/finance credit from the LGA - The annual LGA membership subscription of each former member of the Association of Metropolitan Authorities (AMA), which previously contributed to the purchase of the AMA's former offices at 35 Great Smith Street, is adjusted each year by a rental/finance credit. Before the LGA moved to Local Government House in Smith Square, it used the offices at 35 Great Smith Street and the rental credit represented an individual authority's share of the rent that was due to the AMA (Properties) Limited. The building was sold in 1999 and the proceeds of £6.2 million were invested in Local Government House in the form of a loan. Each (finance) credit (initially £6,000) now represents interest payable on the loan. The credit is reviewed every five years and adjusted with the Retail Price Index (RPI). The credit is currently £7,965.

Agenda Item 8

London Borough of Hammersmith & Fulham CABINET 5 December 2016		 hammersmith & fulham
COMMISSIONING AND PROCUREMENT STRATEGY FOR THE TRANSLATION AND INTERPRETING SERVICE		
Report of the Cabinet Member for Children and Education – Councillor Sue Macmillan		
Open Report A separate report on the exempt part of the Cabinet agenda provides exempt financial information.		
Classification: For Decision Key Decision: Yes		
Wards Affected: All		
Accountable Director: Rachael Wright-Turner, Director for Commissioning – Children’s Services		
Report Author: Labibun Nessa-O’Sullivan, Strategic Commissioner	Contact Details: Tel: 07739317332 E-mail: Labibun.Nessa-O’Sullivan@rbkc.gov.uk	

1. EXECUTIVE SUMMARY

- 1.1. This report sets out the commissioning and procurement strategies for the Translation and Interpreting service (T&I) for London Borough of Hammersmith and Fulham (LBHF) based on a call off from the Crown Commercial Service (CCS) Language Services Framework Agreement (RM1092). This paper recommends a commissioning strategy to implement a managed service contract; to formally procure services to award a contract to a single supplier for the delivery of all elements of the service as contained in the report. This commissioning strategy is aiming to achieve greater efficiencies of between 25-39%¹ through the move from the current spot purchasing arrangements to a managed service from the framework Lot 1 and channel shifting to use of more technology such as telephone and video conferencing facilities.
- 1.2. The aim of commissioning a new service is to develop a translation and interpreting service that provides improved quality language services which helps protect vulnerable adults, children and families across the council and promotes accessibility; is cost effective and delivered to a consistent set of standards and performance

¹ This figure is based on a comparison of known spend between CITAS on a spot purchase rate for face to face interpreting compared to known CCS spend prices.

indicators. The Council currently spend approximately £170k per annum on these services on a spot purchasing arrangement with a number of suppliers.

- 1.3. Previously a strategy paper for LBHF Translation and Interpreting service was taken to Children's CoCo on the 15 and 29 June 2016 and Adult's CoCo on the 19 July 2016. The strategy was to set up an LBHF specific Framework Agreement to support SMEs. The main local provider in LBHF was Community Interpreting Translation and Access Services (CITAS).
- 1.4. However, on the 8 September 2016, CITAS notified the council that they would cease trading on Friday, 30 September 2016. This has prompted the need to develop a new commissioning and procurement strategy for LBHF.
- 1.5. The reason for this approach is because the SME market has become less established since the recent closure of CITAS in September 2016.
- 1.6. The local T&I market in H&F no longer exists since the closure of CITAS in September 2016, save for freelance translators and interpreters. The proposed strategy will nevertheless help to support local freelance translators through the use of an evaluation criteria being developed for this purpose, by ensuring potential suppliers commit to engaging with, and using local interpreters, where possible. Local interpreters currently registered with CITAS have been guided to register with suppliers listed on the CCS Language Services Framework, as well as those suppliers currently being used by LBHF, WCC and RBKC. All of these opportunities will be provided, to a greater degree, through pursuing/adopting the procurement strategy that is proposed in this report. This is in line with Council priorities
- 1.7. A number of services within LBHF purchase T&I services for a range of service users across the council. This includes service users in Children's Services, Adult's Services, Housing and Customer Services. Whilst the greatest demand for translation and interpreting service is from Children's Services, accounting for 74% of the total usage, the proposed approach will be accessible council wide to all departments and teams.

2. RECOMMENDATIONS

- a) That authority be given to run a competitive call off from the Crown Commercial Service (CCS) Language Services Framework Agreement (RM1092) Lot 1, with a view to awarding a contract to one provider for a period of three (3) years and 6 month, with an option to extend for a further two (2) years (a maximum of five years (5) 6 months). The anticipated total lifetime contract value, depending on usage and demand, is approximately £962,000 with a tolerance of +/- 20% dependent on procurement prices and usage (based on known 2015/16 actual usages);
- b) That the contract award decision be delegated to the Cabinet Member for Children and Education and/or the Cabinet Member for Social Inclusion.

3. REASON FOR DECISION

3.1 The key reasons for this decision are:

- i. There is a statutory duty on Local Authorities to make services accessible to all, regardless of the language or communication needs of the service user.
- ii. The new contract offers opportunity to improve service quality by putting in place a clear specification and robust KPIs through a new contract and coherent contract monitoring arrangements.

- iii. With the CCS Framework there is scope to specify 'bespoke' quality requirements in line with the Boroughs' specific requirements, for example, consideration of 'community issues' such as; community knowledge, understanding particular aspects of the interpreting, specialist knowledge of an area etc.
- iv. Gives opportunity to make financial savings

4. BACKGROUND

Current Service Delivery Model in LBHF

- 4.1 LBHF purchase T&I services for a range of service users across the organisation. This includes service users in Children's Services, Adult's Services, Housing and Customer Services.
- 4.2 The spend data analysis form 2015/16 shows that services are spot purchased from a range of translation and interpreting providers including Shahbana Aslam, Awaaz Language Link Ltd and 'Western District Coroner's Service and CITAS.
- 4.3 At present there is no definitive or straightforward way to determine if LBHF is receiving good quality, efficient and effective Translation and Interpreting service, because there is no single contract, specification or clear model of service delivery in LBHF, against which these can be measured.
- 4.4 Appendix 1 sets out the Business Case and Procurement Strategy for this project. The appendix provides detailed information about the service, who provides it and who uses it and how it will be re procured. Section 2: Financial Information provides detailed information on the spend profile for the service.
- 4.5 Early engagement was undertaken with both suppliers and users of the service. A variety of different approaches were used including desk research, telephone interviews and a formal stakeholder engagement event for departments and teams.

5. OPTIONS

- 5.1 A number of options were considered which are set out in detail in Appendix 1 – Section 3: Options Appraisal and Risk Management. A summary of key options and considerations is provided below:
 - **Option 1** – Do nothing: adopting this option would not maximise potential efficiencies and would breach EU procurement rules
 - **Option 2** – Procure a new shared service across the three boroughs: whilst this option would potentially offer greater efficiencies, it may limit access to SMEs. Also, Westminster City Council and the Royal Borough of Kensington and Chelsea have already gone out to tender.
 - **Option 3** - Call-off from an existing national framework e.g. CCS or ESPO Framework: this option will shorten the route to market by running a mini-competition between pre-qualified providers, on a framework which has been proven to deliver value for money.
- 5.2 There are advantages to calling off the CCS Language Services Framework Agreement (RM1092); these are:
 - Secure a reduction in unit cost process for LBHF (in the region of 25-39%), given the known CCS Framework price compared with current spot purchasing

costs (for face to face translation only, given the availability of current spot purchase finance data);

- Realising savings earlier (c. 3-6 months) because of the ease of access to the CCS Framework;

5.3 The proposed call-off from the CCS Framework Agreement would be in place for a maximum period of 5.5 years (three years 6 month plus up to a further two years). The proposed Lot (Lot 1 - Managed Service), contains a number of services (these include; face to face provision, telephone translation, transcript translation and British Sign Language). The managed service means a contract with one supplier will be established for the delivery of all elements of the service.

6. CONSULTATION

6.1 Service user feedback indicates that the majority are not particular about specific providers as long as they are able to receive the required service at the required time and that interpreters are sensitive to specific cultural contexts. Stakeholders have highlighted that many of the translators are by definition, directly involved in sensitive and complex issues, so any new providers need to understand/prepare for this extra level of complexity. If this procurement were to result in the award to a different provider to any of the ones currently being used by LBHF, this is not anticipated to be problematic for existing service users, as long as key service levels are being met.

6.2 *Appendix 1, Section 8* provides further information on Stakeholder Consultation.

7. EQUALITY

7.1 The service supports the Authority's responsibility of complying with Equality and Diversity and to ensure that we take account of the needs of the diverse groups in the community.

7.2 An initial Equality Impact Assessment (EQIA) has been completed for this service and we do not anticipate any adverse impact on any groups with protected characteristics as no change to current service is being recommended and the service standard already supports equality principles. The commissioning and procurement options will not impact on access by users.

8. LEGAL IMPLICATIONS

8.1 The translation and interpretation services are above the threshold (currently £164,176.00) where a European procurement exercise is required under the Public Contracts Regulations 2015 (the Regulations) in accordance one of the procedures set out therein.

8.2 Subject to approval of the Procurement Strategy outlined in this report, the proposal is to undertake a mini-competition under the CCS Framework Agreement Lot 1 and to appoint a single supplier.

8.3 This approach is compliant with the Regulations as Framework Agreements are one of the procurement procedures provided for under Part 2 of the Regulations.

8.4 In accordance with CSO 8.12.1 Cabinet approval is required for procurement strategies where the estimated value is £100,000 or more.

- 8.5 CSO 17.3.1 allows for the Cabinet Member to award contracts valued between £100,000 and £5,000,000, providing that the value falls within a 10% tolerance of the estimated value set out in the Procurement Strategy and Business Case.
- 8.6 Implications verified by: Margaret O'Connor: Solicitor (Contracts), Legal Services - Tel: 0207 641 2782

9. PROCUREMENT AND GOVERNANCE

- 9.1 The success of translation and interpreting services relies heavily on the ability of the suppliers and translators to deliver the required services. This can be achieved through increased competition and better value for money provided through procurement
- 9.2 A mini competition process will be run amongst suppliers on Lot 1. During the process we will:
- develop a Statement of Requirements setting out the H&F requirements for the T&I Services and identify the Framework Suppliers capable of supplying the Services within the relevant Lot 1;
 - amend or refine the terms of the call-off agreement to reflect our requirements (to the extent permitted by and in accordance with procurement law and guidance).
 - invite suppliers to develop proposals to meet our specific requirements (for example, service levels, minimum qualifications, etc.); and
 - apply the Further Competition Award Criteria, as per CCS, as the basis for contract award.
 - Subject to the relevant authority being given, contract will be award to the successful supplier.
- 9.3 Appendix 1 details the Evaluation Methodology and Criteria.
- 9.4 Implications verified by: Kemi Ore, Interim Procurement Consultant - Tel: 07739 316952 and Kevin Churchill, Interim Procurement Consultant for LBHF - Tel: 0208 753 4519

10. RISK MANAGEMENT

- 10.1 The council's service resilience group was activated as the previous provider served notice that they were ceasing trading, risk number 6. Temporary mitigations were put into place to ensure that no client services were affected. Market Testing of the service is being undertaken in accordance with risk number 4, delivering the best possible services at lowest cost to the local taxpayer.

Implications verified by: Michael Sloniowski, Risk Manager - Tel: 020 8753 2587

11. SOCIAL VALUE AND BUSINESS IMPLICATIONS

- 11.1 LBHF has chosen to access the CCS framework agreement for translation and interpretation services with the intention of contributing to the social, economic and community development in the Borough. In accessing the framework agreement

supplier will be asked to answer a question about local economic value and how they will contribute to it.

11.2 Suppliers will meet the social value criteria by making use of local linguists, which ensures speed of delivery, community knowledge and keeps travel costs down.

11.3 Translators and interpreters are self-employed and therefore set their own rates of pay. London Living wage is therefore not practical in this instance and is not included in the CCS Framework for this reason. However, LBHF Council is an accredited Living Wage employer, and is committed to paying workers London Living Wage, therefore the successful supplier will commit to paying the London Living Wage to those employees that are employed, on their payroll.


11.4 Officers will continue to work on how best the local, economic and community benefits can be achieved from the design of the service. Officers will request and incorporate appropriate social value requirements, such as training opportunities and apprenticeships, into the call-off documents. Other work will include developing meaningful indicators to measure the local social value measures that are incorporated

Implications completed by: Kevin Churchill Interim Procurement Consultant for LBHF - Tel: 0208 753 4519

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

None.

Agenda Item 9

London Borough of Hammersmith & Fulham		 hammersmith & fulham
CABINET 5 DECEMBER 2016		
EXTRA CARE HOUSING PROCUREMENT STRATEGY		
Report of the Cabinet Member for Adult Social Care and Health: Councillor Vivienne Lukey		
Open Report A separate report on the exempt part of the agenda provides exempt information in connection with this report		
Classification - For Decision Key Decision: YES		
Wards Affected: All		
Accountable Director: Liz Bruce - Executive Director of Adult Social Care		
Report Author: Julia Copeland Strategic Commissioner Callum Wilson Supplier Relationship Manager	Contact Details: Tel: 020 87753 1203 E-mail: Julia.Copeland@lbhf.gov.uk	

1. EXECUTIVE SUMMARY

- 1.1 This report seeks approval for the procurement strategy relating to several Extra Care Housing services in LB Hammersmith & Fulham; the aim of the strategy is to improve service quality, personal outcomes, choice and control, value for money and ensure compliance with the Care Act 2014.
- 1.2 Extra Care Housing (ECH) provides accommodation and 24-hour care and support to predominantly older people and enables the Council to meet several strategic priorities including delivering decent homes, supporting vulnerable residents, and creating safer and healthier places. Two existing ECH services expire in 2018; in addition, the Council is required to award a care and support contract by December 2017 for a new ECH scheme on the M&S White City Site at 54 Wood Lane, W12 7RQ (White City ECH scheme).
- 1.3 It is recommended the Council establishes a Dynamic Purchasing System (DPS) to enable contracts to be called-off through mini-competitions when required. The DPS will be available to other boroughs to utilise. It is proposed that a new Core

and Flexible hours' service model is developed for future ECH service contracts to meet council and Adult Social Care strategic objectives.

- 1.4 This report also seeks approval for officers to use the DPS to call-off a contract for the future provision of services at the new White City ECH scheme and to delegate the award of the contract to the Cabinet Member for Health and Adult Social Care.

2. RECOMMENDATIONS

- 2.1 That the Extra Care Housing Procurement Strategy attached as Appendix A to the exempt report, be approved.
- 2.2 That the development of a Dynamic Purchasing System which the Council can use to call-off care and support Extra Care Housing service contracts during an initial ten-year Dynamic Purchasing System period, with an option to extend for a further five years, be approved.
- 2.3 That approval be given for the delegation of the authority to officers to appoint the tenderers on to the Dynamic Purchasing System that pass the required selection criteria outlined in section 10 of Appendix A of the report.
- 2.4 That the utilisation of the Dynamic Purchasing System to undertake a mini-competition for the care and support contract for the new Extra Care Housing scheme at White City, be approved.

3. REASONS FOR DECISION

- 3.1 ECH services play a vital role in supporting vulnerable people to maintain their independence, remain in the borough and reduce the need for emergency health and social care services.
- 3.2 The contracts for several existing ECH services expire over the next few years. Rather than undertake separate full scale procurements for individual service contracts, it is proposed to establish a DPS to enable the Council to call-off contracts as and when required in a more streamlined manner.
- 3.3 Using a DPS to procure the new ECH scheme at White City will enable the Council both to award the contract by December 2017, as required by the White City S.106 Agreement and have the facility to make any required amendments to the contract prior to the planned service commencement date.
- 3.4 Delegation of authority to appoint tenderers to the DPS is needed as the Public Contract Regulations 2015 stipulate that a DPS must remain open for new applicants at all times and new tenders must be evaluated in a short timescale. As such a timely process for appointing tenderers to the DPS is required. The CSOs allow for this process.

4. PROPOSALS AND ISSUES

Background

- 4.1 ECH is housing designed to meet the needs of predominantly older people who require 24-hour care and support because of their physical, learning, mental ill-health or disability. People who live in ECH have their own self-contained home, their own front door, and a legal right to occupy the property.
- 4.2 ECH enables the Council to meet several council and departmental strategic priorities. The social benefits of ECH are well-documented and include:
- Better quality of life;
 - Access to leisure & social activities to reduce social isolation and improve well-being;
 - Well-designed environment can be a home for life and enables older people to remain in their own home even as they require increasing care and support.
- 4.3 Currently, there are four ECH schemes in LB Hammersmith & Fulham (LBH&F) as detailed in Table 1; two existing contracts expire in 2018 and a care and support contract must be procured by December 2017 for a new ECH scheme as set out in paragraph 4.16 below.

Table 1

Scheme name	Care & Support Provider	No. people/ units	Unit Type	Location	Contract End Date
Elgin Close	Notting Hill Housing Group	39 people in 36 units	33 x 1 bed 3 x 2 bed	Shepherds Bush	30.6.27
Elm Grove	Notting Hill Housing Group	14 people/ units	14 x Bedsits	Hammersmith	31.5.18
Mary Seacole House	Hanover & Care UK	34 people in 32 units	32 x 1 beds	Ravenscourt Park	21.1.31
Olive House	Housing 21	38 people in 36 units	34 x 1 beds, 2 x bed	Sands End	1.12.18

- 4.4 Officers propose rather than undertaking separate full-scale procurements for individual contracts, a procurement solution is sought to enable the Council to call-off contracts when they require. It is proposed the Council establishes an electronic Dynamic Purchasing System (DPS) for the provision of ECH services in LB Hammersmith & Fulham and other boroughs. The DPS is a two-stage process; in the initial set-up stage, all suppliers who request to join and meet the selection criteria must be admitted onto the DPS. A universal specification outlining the Council's requirements will be provided.

- 4.5 Once set up the DPS will enable the Council to undertake a mini-competition for individual service contracts as and when required; at this second stage, suppliers will be required to demonstrate how they will meet the service requirements set out in a supplementary specification.

Future Demand

- 4.6 Currently, LBH&F has approximately 6.3 ECH beds per 1000 resident population over 65 years. This is almost twice the rate of provision in RBK&C (3.6) and Westminster City Council (3.5) and more than 3 times the rate in Ealing (1.9). This reflects policy decisions taken 10-15 years ago to move away from residential care homes to providing ECH for older people, where appropriate.
- 4.7 Nevertheless, in 2014 a detailed needs assessment for future ECH provision indicated demand for ECH could increase by at least 10% by 2019; 25% by 2024 and 42% by 2029. Within this increase there is likely to be an increasing average age; increasing in number and complexity of co-morbidities and a longer period spent in poor health. It is estimated the number of people with dementia is expected to rise by 30% by 2024 and by 50% by 2029.
- 4.8 Not only will there be a greater demand for ECH places but future services will need to be capable of caring for people with more complex needs including co-morbidity and dementia while ensuring we preserve the important distinction between ECH and residential settings.
- 4.9 A recent audit of the 33 placements into residential & nursing care found that potentially 7 (24%) placements could possibly have been avoided if ECH had been available.

Developing a New Service Model

- 4.10 While existing services are delivering satisfactory outcomes and quality, all services have block contract arrangements; this type of contract does not support the choice and control agenda as required by the Care Act 2014 nor does it offer the flexibility required to be responsive, transparent, and person-centred.
- 4.11 Officers consider there is further scope for ECH to meet Adult Social Care strategic priorities through new service delivery models. Following a review of available literature¹ and existing H&F services; market engagement and a detailed survey of existing residents' and their families' views, officers are proposing we introduce a Core and Flexible Hours' model into future ECH services. We consider this model will improve service outcomes; increase customers' choice and control over how they meet their identified needs; ensure greater transparency of the breakdown of ECH costs and which services residents are receiving and deliver better value for money for the Council.

Service Specification

- 4.12 A universal specification will set out the Council's expectations for ECH services; the universal specification will be supplemented with the requirements of each

¹ Housing Lin Approached to Procurement & Delivery of Care & Support in Housing with Care. April 2015

individual ECH scheme as they are procured from the DPS. The specification is under-pinned by what customers have told us they want from ECH services as well as the underlying principles a local authority must have regard to in its care and support system as set out in the Care Act 2014 including: promoting well-being; preventing or delaying the development of needs for social care services and placing the customer at the centre of service.

- 4.13 In future we want ECH services to be more outward facing; involved in the local community and making better use of individual and community assets. This will support increased social and community benefits and facilitate partnerships between local organisations in the delivery of care and support services.

White City

- 4.14 There is an exciting opportunity to develop new ECH services to meet future demand in the borough; an outline planning application has been approved for 80 units of ECH (65 for affordable rent and 15 units for shared ownership). The ECH facility is currently scheduled to be completed by April 2021, but the Section 106 relating to the redevelopment of the M&S White City Site stipulates the care and support contract is to be awarded by December 2017.
- 4.15 The ECH facility will be an L shaped building between 12 and 20 storeys high with an enclosed communal garden accessible to only ECH occupants. The building will also include commercial use on the ground floor and other general purpose residential units. The building will be on the North West of the site, adjacent to one of the two public green spaces and sited near to the White City underground station and Westfield Shopping Centre.
- 4.16 The final design has not been agreed but is likely to include the following facilities: communal lounge(s); dining room; catering kitchen; guest room; hairdressing & therapy suite; communal laundry; wheelchair/buggy store; each flat to have balcony access and access to private external space and dedicated parking spaces.
- 4.17 It is proposed the Council sets up the DPS and then calls-off a Core and Flexible Hours service contract for the new ECH facility. Due to the time lag between contract award and service delivery it will be necessary to build in a review clause to ensure the provider appointed in December 2017 still represents good value for money and can meet the quality requirements when the contract is due to start.
- 4.18 The Council will need to ensure appropriate measures are in place to select another provider at short notice should it be determined that the provider originally selected no longer represents the Most Economically Advantageous Tender. The DPS could be used for this purpose.

Potential Cost of White City ECH Contract

- 4.19 As set out on the exempt part of the agenda.

5. OPTIONS AND ANALYSIS OF OPTIONS

- 5.1 There are several procurement and contract options available to the Council for the provision of future ECH contracts to meet our strategic objectives.

Procurement Options

- A. Undertake separate procurements for existing services as they expire or for new services when they are required.
 - B. Establish a multi-provider Framework for the provision of ECH services to enable the Council to call-off contracts as required.
 - C. Establish a multi-provider DPS for the provision of ECH services to enable the Council to call-off contracts as required.
- 5.2 Procurement Option C is considered the best option to enable the Council to achieve its strategic objectives for ECH services. The advantages and disadvantages of each option is set out in the exempt part of the agenda.
- 5.3 If approved, the DPS is simply the tool through which we will procure new contracts; it is still necessary to define the type of service model. There are several service model options available to the Council.

Service Model Options

- A) Allow existing contracts to expire and move to Direct Payments for all customers. In this model the Council would not be the commissioner.
 - B) Re-procure block contracts for existing and new ECH services.
 - C) Develop a Core and Flexible Hours' service contract model for future ECH services.
- 5.4 Service Model Option C is considered the best option to enable the Council to achieve its strategic objectives for ECH services. A full description of the advantages and disadvantages are set out in the exempt part of the agenda.

6. CONSULTATION

- 6.1 In 2016, officers undertook an extensive customer survey with existing ECH residents. Customers' views were at the forefront of the development of the service specification. Market engagement has been undertaken and potential tenderers have responded positively to the recommendations in this report. Further consultation with residents and suppliers will be undertaken as part of the procurement of individual ECH schemes.

7. EQUALITY IMPLICATIONS

- 7.1 We do not consider there will be any adverse equality implications for protected groups because of the proposals in this report. Overall the impact on older people is adjudged as neutral or positive as service improvements will be secured and more personalised services delivered.

8. LEGAL IMPLICATIONS

- 8.1 The Public Contracts Regulations 2015 (the Regulations) makes provision for the proposed recommendation to approve the Extra Care Housing Procurement Strategy by setting up a Dynamic Purchasing System (DPS). The DPS must be

operated as a completely electronic process and open throughout the period of validity. Any supplier who wish to be on the DPS that satisfy the Council's selection criteria shall be admitted to it.

Once set up the Council and or any other participating authority identified in the Official Journal of European Union may procure services under the DPS via the relevant categories from suppliers by following the rules of the restricted procedure, but subject to, provisions under Regulation 34 of the Regulations.

In addition, the recommendation to approve delegation of authority to award any proposed contract procured under the DPS to the Cabinet Member for Health & Social Care is permitted in accordance with the CSOs as noted in this report.

8.2 Legal implications completed by Sharon Cudjoe, Solicitor - 020 7361 2993

9. **FINANCIAL AND RESOURCES IMPLICATIONS**

9.1 As set out on the exempt part of the agenda.

10. **IMPLICATIONS FOR BUSINESS**

10.1 ECH enables the Council to direct substantial funds into the local care and support market, rather than diverting this money to other parts of the country in residential care settings. The recommendations to continue, improve and increase ECH provision as set out in the procurement strategy, will therefore have a positive impact on local businesses. This is true of both local businesses operating in the care market, social housing market, and general retail.

10.2 The introduction of a DPS and the Core and Flexi model across ECH schemes will support SMEs and local businesses. This is because current large block contracts tend to be delivered by large organisations; this will be replaced by more personalised contractual arrangements that offer additional opportunities to smaller organisations. This will have a positive impact to both the local domiciliary care market and the local voluntary sector which plays a pivotal role in supporting residents to tackle isolation and support community independence.

10.3 The wider M&S White City development will have a substantial impact for local business. The development will see over a 1,000 new homes being built and will revitalise the local area. The White City ECH scheme will ensure local vulnerable residents, and the local businesses that are designed to support them, benefit from this too.

11. **RISK MANAGEMENT**

11.1 In the current financial context, with the cuts imposed on public services by national government, it is important that the Council makes the best use of the resources available and continues to deliver high quality services to its residents. The strategy will help to do this by ensuring:

- a consistent approach to commissioning that focuses on meeting local need;
- all commissioning activity is well planned and co-ordinated;
- Members are clearly informed in advance about what outcomes that the service is aiming to deliver;

- the service can measure if these outcomes have been delivered and hold providers to account;
- local providers have equal opportunity to participate in the commissioning process and through the Dynamic Purchasing System can join at any time;
- resilience is factored in by having rapid access to the market and alternate providers should they ever be required.

Meeting local needs, including anticipating future need, should form the basis of all commissioning decisions to ensure a strategic and long-term approach. Customers, service users and suppliers should be a part of this discussion. Understanding current levels of service provision, spend and patterns of demand and use over time is also vital to making a decision over what service should be delivered in the future.

The strategy, together with a range of options available for consideration by Members, contributes positively to the management of procurement risk. It provides transparency to Members of the options available and better outcomes for local people.

Managing corporate and service spending efficiently through a structured approach to commissioning and procurement offers potential to improve financial performance through: competition between all parties; accountability in the spending of public money; transparency in the decision making process; and value for money.

- 11.2 Risk Management implications verified by Michael Sloniowski, Risk Manager, telephone 020 8753 2587.

12. PROCUREMENT IMPLICATIONS

- 12.1 The Interim Head of Procurement supports the adoption of the procurement strategy described in this report and its appendix. The key outcomes and benefits the procurement is aiming to achieve are clearly laid out, with stakeholder consultation with service users, their carers, and families, and potential providers equally clearly informing the best strategic route to deliver these. The creation and running of a Dynamic Purchasing System (DPS) described in this report will:

- provide packages of care more closely tailored to individual personal need;
- provide better value for money for future extra care housing, taking in to account quality and cost, and avoid costlier interventions elsewhere;
- allow new providers to bid as and when they pass qualifying criteria;
- better enable local SME and 3rd sector providers to become part of the Council's supply chain for flexible support as and when they qualify for inclusion on the DPS.

- 12.2 Procurement comments provided by John Francis, Interim Head of Procurement (job-share) 020-8753-2582.

13. SOCIAL VALUE

13.1 Social Value is intrinsic to the delivery of effective ECH services as they seek to reduce social isolation; maximise individual and community assets and promote choice and control. Should the recommendations in this report be approved, the ECH schemes will also provide the following social and economic benefits. Social value and community benefits will be built into the contract award criteria.

- Employment of local housing and social care staff;
- Enhanced opportunities for partnerships between the Core provider and local voluntary and community organisations to provide social inclusion and leisure opportunities;
- Increased opportunities for local SMEs to provide elements of the Flexible support.
- Greater potential for residents to remain in the borough while still increasing scope for social housing to be made available through residents moving into the schemes.
- Opportunities for local catering companies or social enterprises to provide healthy meals thereby improving local employment & business opportunities.

14. PRIVACY IMPACT ASSESSMENT

14.1 An initial Privacy Impact Assessment (PIA) has been undertaken. There will be a full PIA undertaken prior to the procurement as there may be new providers who have to hold or share information about individuals.


BACKGROUND PAPERS USED IN PREPARING THIS REPORT

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

Contact officer(s):

Julia Copeland - Strategic Commissioner Julia.Copeland@lbhf.gov.uk

Callum Wilson - Supplier Relationship Manager cwilson2@westminster.gov.uk

<p style="text-align: center;">London Borough of Hammersmith & Fulham</p> <p style="text-align: center;">CABINET</p> <p style="text-align: center;">5TH DECEMBER 2016</p>	
<p style="text-align: center;">DEVELOPING THE JOINT HEALTH AND WELLBEING STRATEGY 2016-2021</p>	
<p>Report of the Cabinet Member for Adult Social Care and Health – Councillor Vivienne Lukey</p>	
<p>Open Report</p>	
<p>Classification - For Decision</p> <p>Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Executive Director: Liz Bruce, Executive Director of Adult Social Care and Public Health</p>	
<p>Report Author: Harley Collins, Health and Wellbeing Manager</p>	<p>Contact Details: Tel: 020 8753 5072 E-mail: Harley.collins@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. This report updates on progress with developing the Health and Wellbeing Board's Joint Health and Wellbeing Strategy 2016-2021 (JHWS) and the outcomes of the period of public consultation which have been used to inform the next draft of the plan (Appendix 1). It asks Cabinet to approve the strategy which has been endorsed by the Health and Wellbeing Board and the Health and Adult Social Care, Inclusion and Policy and Accountability Committee.

2. RECOMMENDATIONS

- 2.1. That the Hammersmith and Fulham's Joint Health and Wellbeing Strategy 2016-21 which has been endorsed by the Health and Wellbeing Board and the Health, Adult Social Care and Social Inclusion Policy and Accountability Committee, be approved.

3. REASONS FOR DECISION

- 3.1. Local authorities and clinical commissioning groups (CCGs) have equal and joint duties through the Local Government and Public Involvement in Health Act 2007

(as amended) to prepare a JHWS for their area, through the health and wellbeing board.

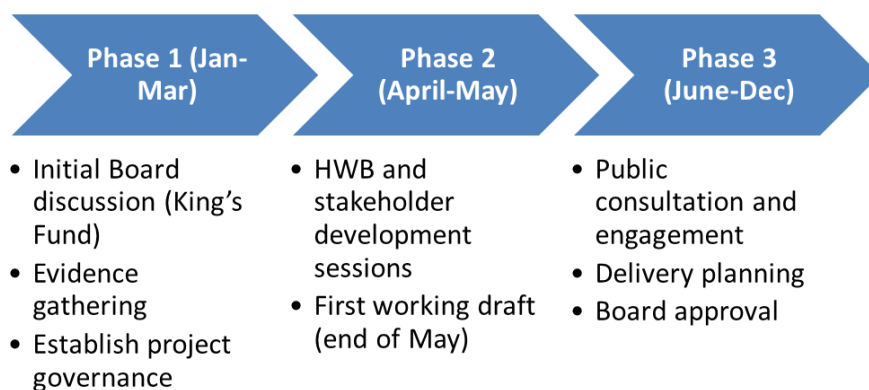
4. INTRODUCTION AND BACKGROUND

- 4.1. Joint Health & Well-being Strategies (JHWSs) are partnership plans developed jointly by the Council, the local CCG, Healthwatch and other member organisations of the Board. They should draw on the needs identified in the Joint Strategic Needs Assessment (JSNA) and set key strategic priorities for action that will make a real impact on people's lives. The Board's first Joint Health and Wellbeing Strategy expires in 2016.
- 4.2. JHWSs should translate JSNA findings into clear outcomes the Board wants to achieve which will inform local commissioning leading to locally led initiatives that meet those outcomes and address identified need.
- 4.3. The JHWS offers the Health and Wellbeing Board an opportunity to set out a local vision for health and wellbeing and assume a systems-leadership role in addressing the financial and health-related challenges in the borough.

5. DEVELOPMENT

- 5.1. Development of the JHWS has been undertaken in three phases:

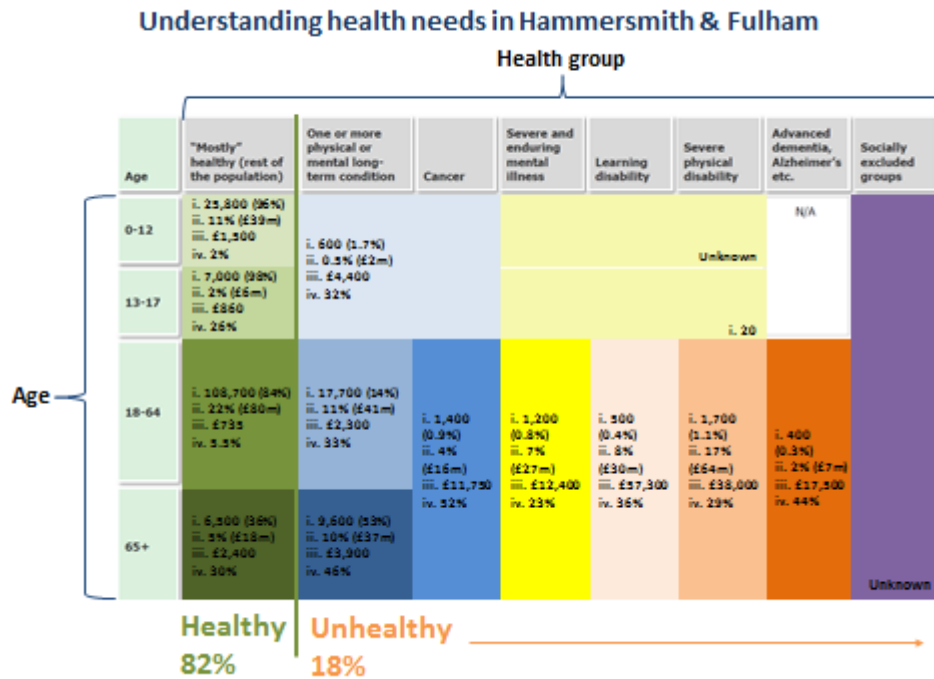
Figure 1. Project phasing: Joint Health and Wellbeing Strategy



- 5.2. At its meeting in March, the King's Fund Chief Executive Chris Ham facilitated a discussion with the Health and Wellbeing Board about place-based systems of care and the solution they offer to the challenges facing the local health and care system. At that meeting the HWB considered the progress made by Health and Wellbeing Boards to date nationally, the changing needs of the Hammersmith & Fulham population and a suggested framework and timeline for refreshing the Joint Health and Wellbeing Strategy in 2016. The Health and Wellbeing Board approved the framework and timeline for a new 5-year strategy.
- 5.3. In January, a time-limited working group was established made up of officers from the Council and CCG. Between January and March, the working group supported by health and care commissioners and public health colleagues,

undertook a wide-ranging evidence review exercise to understand the nature of need in the borough and identify the health and wellbeing priorities.

5.4. A population segmentation approach was used for the analysis; dividing the population into groups with similar needs using a framework developed by the London Health Commission.



5.5. This approach allowed the project team to estimate numbers of 'mostly healthy' people in the borough, the average cost of health and care for each group and how numbers (and health and care costs) were likely to increase or decrease over the next fifteen years. Given agreed local priorities around person-centred care (i.e. care that meets the needs of patients and those who support them) and challenges around local system fragmentation, the approach was seen to be an important step towards achieving better outcomes as grouping people with generally similar needs can help to ensure that commissioning and models of care address the needs of individuals holistically.

5.6. Between April and May, a programme of development and engagement workshops were organised with Health and Wellbeing Board members, wider partners and stakeholders and patient representative groups. Recurring themes and priorities emerging from the sessions included:

- The importance of improving outcomes for children, young people, and families
- The importance of improving mental health outcomes for all and ensuring parity between mental and physical health services
- The role of healthy lifestyles and behaviours in preventing long-term conditions such as cardiovascular disease, cancer, respiratory illness, dementia, and diabetes; and

- The importance of finance, estates, technology, workforce, and leadership in creating a sustainable and joined up health and social care system

5.7. There was also a consensus around a set of principles i.e., cross-cutting approaches that would underpin these priorities, including:

- Placing far greater emphasis on the role of proactive prevention and early intervention;
- Addressing the wider determinants of health (such as employment, education, and housing);
- Enabling a shift by both the health and care system and its users towards greater self-care, self-management of conditions and supporting community resilience; and
- Creating a person-centred health and care system where people are helped to stay well in their communities supported by an effective front line of primary, community and social care.

5.8. Combining the findings from the evidence review and stakeholder workshops, a first draft Joint Health and Wellbeing Strategy was produced identifying a high level vision, four draft health and wellbeing priorities and a set of five underpinning principles that would cut across all the Board's work

Vision

“for a people-centred health and social care system that supports communities to stay well, consistently providing the high quality care and support people need when they need it and enabling communities to stay healthy and independent with choice and control over their lives”

Priorities

1. Good mental health for all
2. Giving children and families the best possible start
3. Addressing the rising tide of long-term conditions
4. Delivering a high quality and sustainable health and social care system

Principles

- Upgrading prevention: supporting people who are ‘mostly healthy’ with the information and tools they need to stay well and maintain healthy lifestyles
- Enabling independence, community resilience and self-care: promoting and encouraging communities to be more actively involved in their own health and wellbeing and enabling everyone to take a greater role in the management and maintenance of their health and care conditions, and the health and care conditions of others wherever appropriate
- Tackling the wider determinants of health: working to ensure that the environment into which people are born, grow, live, work and age supports people to stay well and make healthy choices

- Making community, primary care, and social care an effective front line of local care: working to ensure the right support is provided closer to home enabling people to stay well in their homes and communities.
- Delivering integration and service reform: working to ensure that when people need access to health and care services that those services are personalised and joined up around their needs and the needs of family members and carers.

6. PROPOSAL AND ISSUES

- 6.1. The results of the public consultation and feedback from ongoing engagement activity has been summarised at Appendix 2. The consultation findings have been used to update the Joint Health and Wellbeing Strategy at Appendix 1.
- 6.2. Overall, the consultation responses showed a great deal of support for the Board's four priorities and the principles underpinning the strategy with 80% of respondents agreeing or agreeing strongly that they were the right areas to focus on. Most feedback concerned work underneath the four priorities where consultees would like the Board to take action, for example:
- 6.3. On **mental health** respondents wanted the Board to reduce waiting and referral times for interventions before conditions deteriorate; to ensure that mental health services were more flexible and personalised; to ensure there were opportunities in the community for residents to connect with others facing similar issues and reduce isolation; to utilise the expertise of the voluntary sector services and people with lived experience; to encourage greater discussion and education about mental health in schools; to ensure there is proper access to mental health services in schools; and to promote physical health and mental wellbeing through diet, gardening and the use of greenspace.
- 6.4. **On the health and wellbeing of children and families**, respondents urged the Board to take action on diet (through school meals, education, and cooking lessons in schools, and by restricting 'unhealthy' food businesses near schools); on physical inactivity (by ensuring schools have active travel and competitive sport programmes); and teach children and families strategies for coping early on, including support for new mothers with post-natal depression.
- 6.5. **On long-term conditions (LTCs)**, respondents encouraged the Board to support healthy living to prevent or delay the onset of chronic disease including by providing cheap or free opportunities for people to exercise (e.g. green gyms, active travel or free gym memberships); to educate and raise awareness about healthy eating, including by working with national campaigns and local supermarkets; consider regulation to restrict access to alcohol and unhealthy foods; consider rewards and disincentives for healthy/unhealthy behaviour; to help those already with one LTC to not develop further chronic conditions; to provide education and information about how to self-manage and ensure self-help groups are available to support; to make it easier to access primary care and ensure there are more health-checks situated in convenient locations like shopping centres; and to ensure agencies involved in the care of people with

chronic conditions are better at sharing information about a patient's conditions and ensuring care is personalised.

- 6.6. **On a sustainable health and care system** respondents spoke of the need for a more joined up health and care system that was integrated with social housing provision and the voluntary sector; the need to co-locate more services into 'hubs' or polyclinics; the importance of self-care and greater personal responsibility for stemming demand pressures on the system; and the importance of communication and engagement to get people to understand that health and care resources are not limitless.
- 6.7. **On the principles underpinning the Board's work**, there was good support but also calls for the Board to consider additional principles around communication, engagement, and co-production and measurement of progress.
- 6.8. Following the close of the public consultation, the updated JHWS has been reviewed at a series of Council and CCG meetings on its path towards final approval (see figure 2). Feedback received has been considered by the Health and Wellbeing Board and, where appropriate, incorporated into the final draft strategy (Appendix 1). Post consultation feedback has included:

Health and Adult Social Care, Social Inclusion, Policy and Accountability Committee

- That although many health and wellbeing issues specific to older people are included in the strategy that the HWB should do more to clarify the specific offer to older people.
- That social isolation, while affecting people of all age groups, is a particular concern and risk for older people
- That the strategy should recognise that air pollution levels and deaths attributable to air pollution in the borough are particularly high compared to elsewhere in the country
- That a Communications and Engagement Strategy that tailors health messages to different population groups will be an important aspect of achieving the ambitions in strategy
- That the Delivery Plan must state clearly what will be achieved over the next five years and how this will be measured in order that the Health and Wellbeing Board can be held to account.

Health and Wellbeing Board

- That the strategy is highly ambitious in its scope and nature and that the Health and Wellbeing Board is committed to further prioritisation of its ambitions through a detailed Delivery Planning exercise to take place post-adoption of the strategy.

Clinical Commissioning Group Governing Body

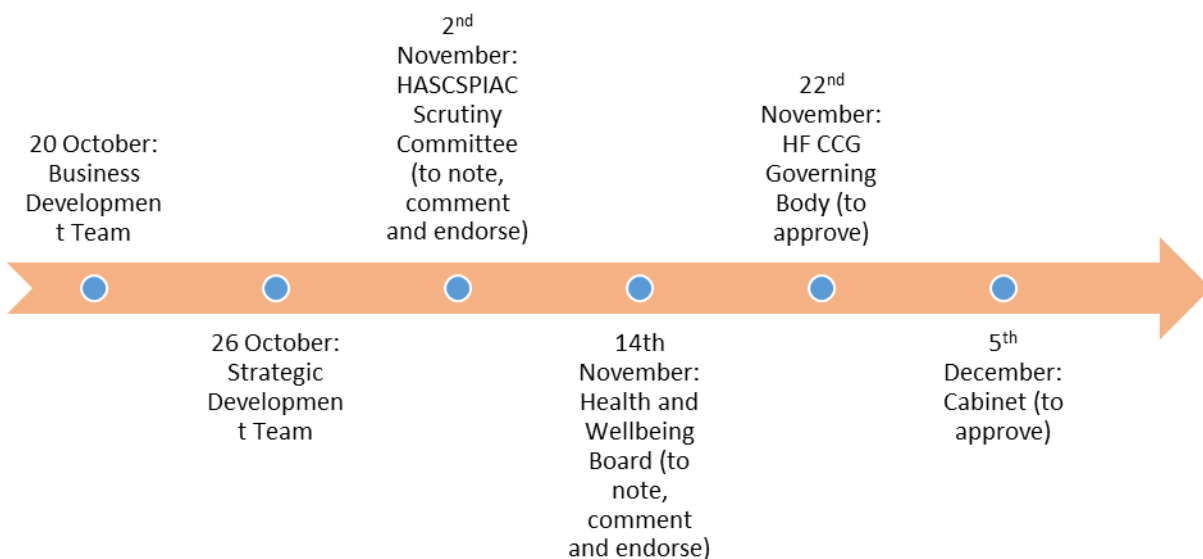
- That reference ought to be made to the important Diabetes prevention work taking place locally
- That references to childhood obesity and tooth decay be made more prominent in the strategy

- That the plan should reference that it is a step in a wider process and that following agreement, the next step will be the detailed development of a delivery plan.

7. NEXT STEPS

- 7.1. The approval path for the Joint Health and Wellbeing Strategy is set out below. It is proposed that Cabinet approve the strategy endorsed by the Health and Wellbeing Board.
- 7.2. Once approved, the Health and Wellbeing Board will begin work to develop a detailed Delivery and Implementation Plan setting out the specific programmes of work under each of the priority areas and the governance and accountability arrangements that will oversee the work.

Figure 2: approval timeline



8. CONSULTATION

- 8.1. At its meeting in June, the Health and Wellbeing Board agreed a 14-week public consultation on the draft strategy to take place between July and October. A full summary of consultation and engagement activity undertaken in relation to the development of the JHWS is included at Appendix 2.

9. EQUALITY IMPLICATIONS

- 9.1. The strategy explicitly references the action the Board will take to prioritise the most vulnerable and at risk groups and reduce health inequalities in the borough. The strategy should therefore have an overall positive impact on equality. The purpose of the JHWS is to influence the health and care commissioning priorities of the Council and CCG. EIAs for service changes will be completed as and when they occur on a case by case basis.

10. LEGAL IMPLICATIONS

- 10.1. Section 116A of the Local Government and Public Involvement in Health Act 2007 sets out the duty to prepare a Joint Health and Wellbeing Strategy

("JHWS") and the duty falls equally on local authorities and clinical commissioning groups. In preparing the JHWS due regard must be had to the Department of Health Statutory Guidance.

- 10.2. Section 116A(5) provides that preparation of the JHWS must involve the people who live and work in the borough. This report sets out in detail at Paragraph 5 the steps taken in developing the draft JHWS 2016-21 and the public consultation at phase 3 of the development of the JHWS and the feedback from that consultation is detailed at Appendix 2.
- 10.3. Paragraph 6 of this report summarises how the current draft JHWS attached as Appendix 1 was updated in response to the feedback from the consultation.
- 10.4. Implications verified / completed by: Kevin Beale, Senior Corporate Lawyer, Telephone 0208 753 2740

11. FINANCIAL AND RESOURCES IMPLICATIONS

- 11.1. There are no financial implications related to the contents of this report. These will be considered and provided later once a report outlining financial commitments for recommendation is available.
- 11.2. Implications verified/completed by: (Cheryl Anglin-Thompson Principal Accountant, Planning & Integration Team – ASC Finance, 020 87534022)

11. IMPLICATIONS FOR BUSINESS

- 11.1 This report is not intending or advocating at this point any procurement that might either affect or be of interest to the local business community; therefore, implications comments not necessary at this point.
- 11.2 Antonia Hollingsworth, Principal Business Investment officer, tel: 020 8753 1698

12. RISK MANAGEMENT

- 12.1 A Joint Strategic Needs Assessment (JSNA) looks at the current and future health and care needs of local populations to inform and guide the planning and commissioning (buying) of health, well-being and social care services. The Joint Health & Well-being Strategy draws from the assessment information necessary to improve an individuals and community's exposure to lifestyle and environment risk leading to improved commissioning priorities. The Strategy contributes to the management of external risks and, through commissioning, to the delivery of best value services at least possible cost to the local taxpayer.
- 12.2 Implications verified by: Michael Sloniowski, Risk Manager, 020 8753 2587

13. PROCUREMENT IMPLICATIONS

- 13.1 The strategy sets out an outcomes based commissioning framework for the future commissioning of provision from the health and social care economy, to

support delivery of the strategy’s objectives and priorities. The Council’s procurement professionals should be consulted and engaged with at the outset of commissioning activity to:

- provide expert advice to commissioners on contract design and procurement delivery;
- ensure compliance with the Council’s framework of contract standing orders, key policies and procedures and overarching legislation;
- drive better value and quality from our existing and future providers;
- engage with and develop our markets, strengthening and developing our potential supply chain; and
- provide insight and analysis of practice and contract data to inform commissioning priorities.

13.2 Procurement Implications completed by: Michael Sprosson, Commercial Development Lead, Tel : 07725 623440.

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.			

LIST OF APPENDICES:

Appendix 1 – Joint Health and Wellbeing Strategy 2016-2021

Appendix 2 – Summary of Consultation and Engagement Activity

Hammersmith & Fulham Joint Health and Wellbeing Strategy 2016-2021

1. Chair's Foreword

The Hammersmith & Fulham Health and Wellbeing Board Partners¹ are committed to improving the health and wellbeing of the people we serve and putting them at the heart of a high quality and sustainable health and social care system.

Many of us who sit on the Health and Wellbeing Board live and work in Hammersmith & Fulham and have a strong connection to our local communities as GPs, local representatives, and public servants. We are motivated to ensure that everyone has access to the same high quality health and care services that we expect for our families and friends.

We have a bold and ambitious vision in Hammersmith & Fulham for a people-centred health and social care system that supports communities to stay well, consistently providing the high quality care and support people need when they need it and enabling communities to stay healthy and independent with choice and control over their lives.

We know we will not achieve this as individual organisations working alone. Whilst there are areas where we have different perspectives about how local health and care must change, there is much that we do agree upon.

To drive standards of health and care up locally we need a collective approach where all local organisations work together as one system, thinking, and working beyond organisational boundaries for the good of people in Hammersmith & Fulham.

The many staff we have working in health and social care services in the borough will need to work together in partnership with our voluntary sector partners, public bodies, and the wider community. And we will want to support families and communities to take greater responsibility for their own health, be more resilient and self-reliant, where appropriate.

We face many challenges including entrenched health inequalities within our communities, above average levels of child poverty and child obesity and some of the highest levels of severe and enduring mental illness in the country. We also have growing numbers of people living with long-term conditions who require person-centred, coordinated care and we are facing significant financial challenges at a time when demand for health and social care services is growing.

This plan sets out our ambitions for overcoming these challenges. To deliver the change we need we will work across the public sector to influence the wider determinants of health such as employment, housing and education; We will embed prevention in all that we do, intervening early to help people to stay well; We will support people to stay well in their communities by making community, primary care and social services part of an effective front line of local care; We will support people who want to take greater responsibility for their own health and wellbeing; and we will undertake an ambitious programme of service integration and reform to ensure health and social care services are joined up, in line with the needs of people, families and carers.

Our plan acknowledges that we must target resources where need is greatest and where the evidence tells us action will make the greatest improvements to people's health and wellbeing. We have therefore agreed four priorities over the lifespan of this strategy:

- 1. enabling good mental health for all**
- 2. supporting children, young people, and families to have the best possible start in life**

¹ Hammersmith & Fulham Council, Hammersmith & Fulham Clinical Commissioning Group, Healthwatch, Sobus

- 3. addressing the rising tide of long-term conditions; and**
- 4. delivering a high quality and sustainable health and social care system.**

Our Joint Health & Wellbeing Strategy for 2016 – 2021 is an ambitious, forward thinking plan for improving the health and wellbeing of people in the borough. Through this strategy and the hard work which will follow, we will achieve even closer working between health, social care, the voluntary sector and other partners to enable people to stay healthy, independent and well and aim to ensure the financial sustainability of our health and social care services for the future. This strategy signals the start of a journey by the council, local NHS and voluntary sector working together towards a common set of objectives and goals. To provide more clarity on our priorities and ambitions, we will develop a detailed Delivery Plan to sit alongside this strategy which will set out the programmes of work that will be delivered through this strategy.

I would like to thank the many people who have contributed to the development of this plan. We have had many conversations along the way which have led us to this point. We now embark on the hard work of realising the vision set out here over the next five years.

Councillor Vivienne Lukey

Cabinet Member for Health and Adult Social Care and Chair of the Health & Wellbeing Board
London Borough of Hammersmith & Fulham

1.1 Our population at a glance

Table 1: The borough at a glance... (Hammersmith & Fulham JSNA Highlights report 2013-14)

80,600	Households	8	Live births each day
£464,000	Median house price	2-3	Deaths each day
189,850	Residents	11,900	Local businesses
32%	From BAME groups	£33,000	Annual pay
43%	Born abroad (2011 Census)	3.1%	Unemployment rate (JSA) (<i>London 3.1%</i>)
23%	Main language not English	22%	Local jobs in Public Sector
46%	State school pupils whose main language not English	Ranked 55th	Most deprived borough in England (<i>out of 326</i>) (13 th in London)
17k/19k	Annual flows in and out of the borough	29%	Children <16 in poverty, 2011 (<i>HMRC</i>)
198,900	Registered with local GPs	Ranked 6th	Highest carbon emissions in London (<i>not including City of London</i>)
260,000	Daytime population in an average weekday	9.6 years	Gap in life expectancy between most and least affluent residents (2015)
7.1%	Fraction of deaths attributable to human made air pollution (8 th worst in London)	33%	children of school age either overweight or obese

1.2 Our vision

Our vision is for a people-centred health and social care system that supports communities to stay well, consistently providing the high quality care and support people need when they need it and enabling communities to stay healthy and independent with choice and control over their lives.

We are ambitious for the whole of the public and private sectors, not just the health and care system, to recognise the contribution it makes to health and wellbeing, through jobs, housing and human relationships. And we want everyone in our community to have a valued role through work, volunteering, or family, have a safe and secure living space and rewarding relationships with their loved ones.

We will work with our colleagues within the council, the NHS and other partners to improve and protect health and wellbeing and reduce health inequalities within Hammersmith & Fulham, with an aim to close the life expectancy gap across the borough within the next 10 years.

We are already on our way to achieving this vision. We have a strong record of collaboration. The Better Care Fund is an ambitious plan by health and social care partners across Hammersmith & Fulham, Kensington & Chelsea, and Westminster to bring together health and care funding where it

makes sense with the goal of driving closer integration of health and care, reducing incidences of crisis, and delivering care in out of hospital settings. And in health, North West London is a whole systems integrated care pioneer site. NHS commissioners across North West London have agreed an integrated care system by April 2018.

Achieving our vision is paramount for improving health outcomes in the borough and securing a sustainable system for the future.

1.3 The case for change

Hammersmith & Fulham is a vibrant and exciting place to live. Most people in our borough consider their health to be good, many residents are affluent and rates of life expectancy for men have been increasing more quickly than nationally over the past decade.

But we also face significant challenges. A third of children under 16 live in poverty and more than a third of children of school age are either overweight or obese. There is a longstanding 9.6-year difference in life expectancy between affluent and deprived areas which has been resistant to reduction despite longstanding efforts. The main causes of avoidable death in the borough are cancer, followed by cardiovascular disease and respiratory illnesses which are linked to lifestyle choices that are within our power to control and change such as smoking, drinking alcohol, diet, and physical inactivity.

We know that the current system of health and care can be confusing for patients, families, and carers. And as our population gets older and more people develop long-term conditions our system is becoming less able to cope with the changing needs and expectations of the people we serve. This is already leading to higher demand for social care, carers, and community health services in out of hospital settings and these pressures will only increase.

Under the Care Act, local authorities have clear legal duties in the event of provider failure to temporarily ensure people's needs continue to be met. Nevertheless, the care provider market is fragile and is presenting quality and safety issues nationally and in London. Health and care partners must invest in the care market and upskill providers to enable them to support the increasingly complex and acute needs of the population.

Our current health and care system is under pressure. The way we pay for health and care services can encourage high end care in expensive settings and reinforce isolated working practices. We spend too much on services which respond at the point of crisis and not enough on early intervention and preventative support that keeps people well. Across North West London, if we continue as we are currently doing, there will be a £1.3 billion financial gap in our health and care system by 2021.

This plan is about grasping the opportunity to reform the way services are bought, delivered, and accessed in Hammersmith and Fulham.

1.4 Achieving the change we need

To achieve our vision we know we must deliver change in a number of areas. This includes delivering on our agreed local priorities of personalisation, independence, well-being and prevention as well as integrating our services where it makes sense to do so.

(1) Radically upgrading prevention and early intervention

Evidence suggests that 60% of what we can do to prevent poor health and improve wellbeing relates to the social determinants of health i.e. the conditions in which people are born, grow, live, work and age.

We are well placed to support local people to choose positive lifestyles by ensuring the local environment enables and promotes active travel rather than car use, that high streets offer fresh fruit and vegetables rather than ‘fast food’, reputable banking facilities, not betting shops, and pay day loan shops and ensuring that in providing parks and leisure facilities we secure greatest gain for health and wellbeing.

We will mainstream prevention into everything that we do and introduce measures to prevent ill health across the life course including increasing uptake of immunisations, working with our partners in housing, employment, education, and planning to promote health and wellbeing, initiate a local movement to build community resilience, and deliver intelligent, outcomes based commissioning that keeps people well. And we will empower people to make lifestyle choices that will keep them healthy and well and able to lead a full life as active members of their communities and the local economy.

(2) Supporting independence, community resilience and self-care

Population growth, breakthroughs in treatment and management of conditions and changing needs mean that the health and care system is under increasing pressure. In Hammersmith & Fulham we have a diverse and mobile population.

The potential benefits of people engaged in the management of their own care are significant. Small shifts in self-care have the potential to significantly impact the demand for professional care. In Hammersmith & Fulham, we must be ambitious in our attempts to change cultures so that people are better supported by the system and by technology where appropriate to take more responsibility for their own care. We know that self-care is a virtuous circle. When a person has the skills, knowledge and confidence to manage their own health and care it is a strong predictor of better health outcomes, healthcare costs and satisfaction with services.

To support people to take greater responsibility we will need to make sure the right services, facilities and support are provided to help people help themselves. We will harness the potential of digital technologies to facilitate control and choice and enable patients to manage their health in the way that best suits them. And we will fully engage people in service design and work with communities to co-produce health and care-related services.

In 2014, the then newly elected administration of Hammersmith and Fulham Council set out its overarching objective to tackle social exclusion in all of its forms and stated that it was committed to delivering social inclusion in “everything we do”. The Council has established a Social Inclusion Unit which will look at the work taking place to expand digital inclusion and agree a way forward on the development of a digital inclusion strategy. Communities that most commonly experience digital exclusion are often the most socially excluded. Harnessing the potential of digital technologies could alleviate feeling of loneliness and isolation and empower communities in managing their own health and care.

Hammersmith and Fulham’s Poverty and Worklessness Commission, established in late 2015, is considering amongst other issues how best to support residents to self-reliance. It will report in early 2017 and is expected to contain recommendations on increasing and strengthening volunteering in the borough as a means of building confidence, community resilience and better health.

(3) Making community, primary care and social services part of the effective front line of local care

We know that many patients in hospital settings do not need or want to be there. Children in Hammersmith and Fulham attend A&E and other urgent care much more frequently than is typical for London or England. In 2010/11, there were over 8,000 attendances in the borough among under 5s, in many cases for conditions that could be managed in primary care.

Our ambition is to support people to stay well in their communities. This means ensuring the right support is available closer to home in GP surgeries, pharmacies, and community hubs. It also means ensuring community facilities like parks, community centres, schools and libraries are well maintained accessible and there to keep people well.

To deliver our ambition of care closer to home, we will encourage and help people make healthier choices by working with local organisations to support health improvement through the contacts they have with individuals. We must deliver high quality and consistent primary, community and social care which is easily accessible and convenient to ensure people access the right care at the right time and are supported to stay well in their homes and communities.

(4) Taking a population-level health management approach

Approximately four-fifths of our population are healthy. Being in good health isn't just about the treatment of illness. It encompasses the food we eat, the air we breathe, the relationships we maintain, the environments in which we live and work and the opportunities we have in our lives to flourish. Supporting people to remain healthy, independent, and well is a crucial part of our plan as is identifying those most at risk so that services can intervene early. This plan will not succeed without working across organisational and sector boundaries.

For instance, we know that the "wider determinants of health" - employment, education, housing, environment, and transport – all have a significant impact on health and wellbeing. So we will work with our partners across the public sector to embed health improvement in all policies. This includes local institutions such as schools, hospitals, parks, roads, housing developments, and cultural institutions which can have huge positive or negative impacts on mental health, how we live our lives and whether we realise our potential for a full and healthy life:

- ✓ Housing: Poor quality and inappropriate housing and overcrowding can have an adverse impact on the physical and mental health and wellbeing of individuals, families and communities. We are committed to working with partners to improve the quality and supply of housing and reduce homelessness in recognition that a safe and secure home is a fundamental determinant of good health, both physical and mental. Hammersmith & Fulham is set to be a major contributor to London's economic growth over the next decade with three major regeneration projects that individually are on the same scale as Kings Cross and Stratford. Three of London's 'Opportunity Areas' are in our borough at White City, Old Oak and Earls Court which, combined, could include up to 20,000 new homes and 60,000 jobs.
- ✓ Education: Schools are central to the lives of children and families and it is important that we continue to work both with schools and other educational establishments to give children, young people and families the support they need to achieve and maintain good health and wellbeing.
- ✓ Culture and community cohesion: Libraries have an important role to play as a source of information and advice as well as venues providing social support and access to the internet.

Along with libraries, cultural organisations are an important asset in bringing communities together, building resilience, reducing loneliness and isolation and offering a range of convenient services in a community setting.

- ✓ Environment: We are fortunate to have many beautiful parks and green spaces that provide opportunities for exercise and relaxation. We will also work to create healthy high streets, reducing the impact of fast food outlets on health, using our licensing powers to control the impact of alcohol related harm and gambling and use planning powers to design out crime and increase physical activity.
- ✓ Transport: We will continue to encourage people to incorporate active travel into everyday journeys, create safer routes and raise participation in cycling. We will work to encourage the creation of school travel plans and cycle initiatives to contribute to reducing road traffic accidents. And we will work with partners to review and make recommendations to improve quality and choice in transport arrangements within health and care services.
- ✓ Air Quality: Our borough's poor air quality also affects all of us – bringing forward everyone's death by nearly 16 months on average. This compares with the least polluted area, rural Cumbria, where the reduction in life is an average of 4 months. Air pollution affects vulnerable groups more acutely, particularly young children and people living with chronic heart and respiratory diseases.
- ✓ Employment and skills: Evidence shows that being employed can help improve health and wellbeing and reduce health inequalities, while unemployment is linked to higher levels of sickness and psychological morbidity.² At the same time, we know that long-term unemployment is a serious barrier to good health. We will continue to support tailored employment support, targeting those who will benefit the most.

(5) Delivering integration and service reform

This plan signals our ambition to work together, taking a collective, place-based approach that moves beyond organisational boundaries to provide facilities, care and support that is joined up around the needs of people, families, and carers. Staff working in health and social care services in the borough will need to work together in multidisciplinary teams, breaking down artificial barriers between primary and secondary care, physical and mental health and between health and social care. And we will work with families and our communities to support them to take greater responsibility for their own health.

1.5 Improving population health outcomes

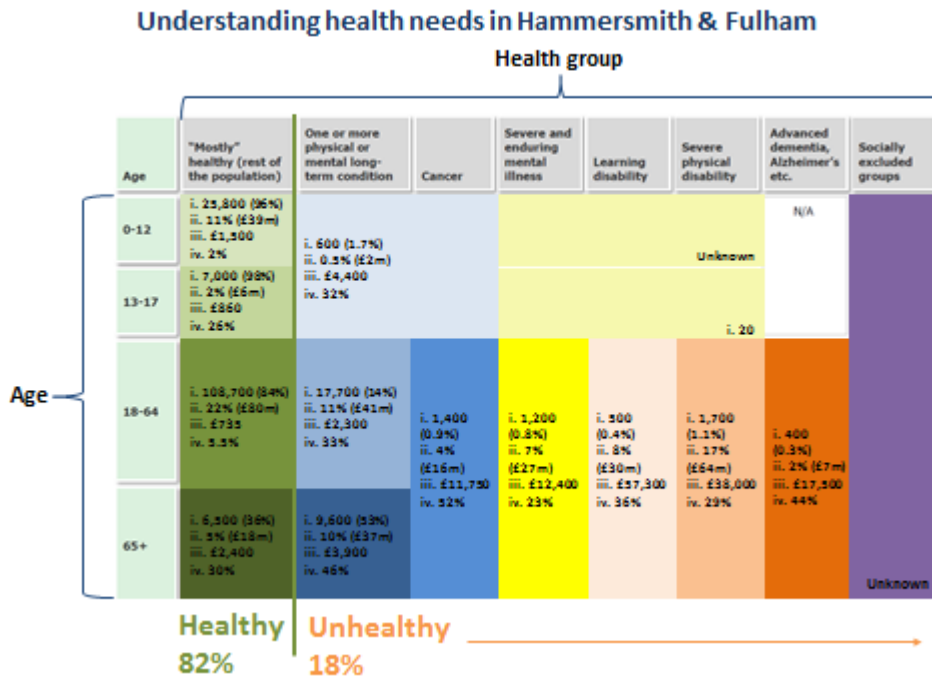
In Hammersmith & Fulham we have taken a population segmentation approach to understanding local need for health and care. Hammersmith & Fulham has:

- 182,500 residents and an average weekday daytime population of 260,000. The borough also has significant population 'churn' with annual flows in and out of the borough of approximately 19,000
- Significant variation in wealth
- A large young working age population
- Diverse ethnicity with one in four of the borough's population born abroad
- Almost a third of children under the age of 16 living in poverty
- Almost a third of state primary school age children who are overweight or obese
- Low vaccination and immunisation coverage
- 7th highest population with severe and enduring mental illness known to GPs in the country in 2014/15
- Poor air quality and the 6th highest carbon emissions in London

² [\(2015\) Workplace health, National Institute for Health and Care Excellence \(NICE\) local government briefings](#)

- A large proportion (38%) of one person households, including lone pensioner households and significant numbers living in overcrowded housing conditions
- High rates of smoking, alcohol use, poor diet and sexually transmitted infections and low levels of physical activity

Dividing the population into groups of people with similar needs is an important step to achieving our goal of better outcomes through integrated care. Grouping the population will ensure that models of care address the needs of individuals holistically, rather than being structured around different services and organisations.



KEY: i = number (%) in age group; ii = % total annual spend on group; iii = average cost per person per year; iv = population increase by 2030

Population grouping also allows us to move towards delivering outcomes-based commissioning: a way of paying for health and care services based on rewarding the outcomes that are important to the people using them (for more see Appendix A). This typically involves the use of a fixed budget for the care of a particular population group ("capitated budget") with incentives for health and care providers to work together to deliver services which meet specified outcomes. This approach aims to achieve better outcomes through more integrated, person centred services and ultimately provide better value for every pound spent on health and care.

1.6 Our health and wellbeing priorities

We know that improving health and wellbeing in the borough requires action across the whole life course and taking action to prevent, detect and manage the impact of ill health. The table at Appendix B sets out our approach and priorities for improving the health and wellbeing of the population we serve. But to maximise our impact as a Board we must target finite resources where we know action has the potential to make the biggest improvements to people's lives. Following a wide ranging review of the evidence and ongoing discussions with our partners and residents we have agreed to prioritise the following areas over the next five years:

(1) Good mental health for all

Where are we now?

Mental health disorders have a significant impact on the ability of people to lead fulfilling lives and contribute to society. There is developing evidence that the risk factors for a person's mental health are shaped by various social, economic, and physical environments including family history, debt, unemployment, isolation, and housing. Locally mental health is the most common reason for sickness absence. Only 7% of people diagnosed with serious mental illness (such as schizophrenia and bi-polar) will ever have paid work and mental ill health is the number one cause of health-related unemployment.

Common mental illness such as anxiety and depression affects around 1 in 6 people at any one point in time and are one of the leading causes of disability nationally. Prevalence is increasing any yet only a quarter of people with anxiety and depression receive treatment compared to 90% of people with diabetes. The Department of Health estimate that the economic costs of mental illness in England are £105.2 billion each year.

The borough had the 7th highest population with severe and enduring mental illness known to GPs in the country in 2014-15. People with serious and long-term mental illness have the same life expectancy as the general population had in the 1950s; one of the greatest health inequalities in England. People with mental health problems also face significant physical health problems and live significantly shorter lives as a result.

What will we do?

We are committed to improving mental and physical wellbeing by co-designing and delivering services with people that have the capacity to have the biggest impact on prevention, early intervention and positive health promotion. We will prevent, identify and treat mental health in all settings and across all age groups. We will:

- Work to reduce waiting and referral times to talking therapies so that conditions do not deteriorate
- Work to ensure that mental health services are more flexible in terms of access criteria, the length of time services are offered for and the time and physical location services are made available
- Promote good workplace mental health and wellbeing and work with employers to educate them about employee mental health
- Work with staff in frontline services across the system to build skills and awareness of mental health
- Promote better emotional and mental health and early intervention in schools,

How will we know we're making a difference?

- We will increase the proportion of children and young people referred to child and adolescent mental health services seen within 8 weeks of referral
- Reduce the gap in life expectancy between adults with severe and enduring mental illness and the rest of the population
- Increase the proportion of people treated for anxiety and depression
- Help more people with mental health conditions into employment, training, or volunteering
- Reduce the number of sick days related to mental illness
- Increase the number of Dementia Friends in the borough each year
- Increase the number of women, experiencing, or with a previous history of mental health conditions, accessing perinatal mental health services.
- Reduce preventable early deaths among people with serious mental illness

<p>encouraging greater discussion of mental health in the school curriculum including access to counselling and mental health support services in schools</p> <ul style="list-style-type: none"> • Provide support and self-help strategies for parents and parents-to-be for their own mental health and for the long-term mental health of their children • Encourage awareness and improve the quality of local services and support for people living with dementia and their carers including programmes to identify dementia early on • Work to reduce the high suicide rate among men • Promote access to activities that promote wellbeing, volunteering and stronger social contact to improve outcomes for adults at risk of serious mental health conditions and reduce social isolation • Provide early support for older people through effective information and advice and signposting to preventative/universal services • Work with communities to help change attitudes to mental health and develop better understanding of mental health. • Work with professionals to break down the barriers between physical and mental health and ensure both are treated and resourced equally • Improve the physical health and lifestyles of people with mental health conditions with a particular focus on people with serious mental health conditions and provide advice and support for all people with mental health conditions to have healthy lifestyles and good mental wellbeing • Improve access to children and young people’s mental health services. 	<p><u>Targeted support for vulnerable groups</u></p> <p>We will target the support provided for vulnerable groups and those most in need including:</p> <ul style="list-style-type: none"> • Those living in deprived or disadvantaged circumstances, or experiencing discrimination who are more likely to have a mental health problem than those in the most affluent areas. • Children in families vulnerable to mental health conditions who are more likely to develop mental health conditions as adults. • People in older age who have experienced events that affect emotional well-being, such as bereavement or disability • Men who are less likely to recognise or act on the early signs of mental health conditions and less likely to seek support from friends, family, and community or from their GP or another health professional. This worsens outcomes and contributes to suicide risk • Ethnic groups who have longstanding inequalities in mental health. Caribbean, African, and Irish communities are significantly over-represented in secondary care mental health services. Community links, and understanding of different cultural contexts for mental health are important to help improve access and outcomes • People with serious mental illness who are up to 15 times less likely to be employed than the general population and almost three times more likely to die early • Carers who play a pivotal role in the health system and who often have little time to care for their own health and wellbeing
--	--

(2) Giving children, young people and families have the possible best start in life

<p><u>Where are we now?</u></p> <p>A child's early experiences have a huge impact on their long-term health and wellbeing. Babies generally receive a good start in life in the borough: there is good breastfeeding uptake, low numbers of underweight babies born, low numbers of women who are smokers at the time of birth. However, there is still room for improvement. Compared to elsewhere, Hammersmith & Fulham has poor rates of uptake for childhood immunisations, significant proportions of children living in poverty, high rates of child obesity and high rates of tooth decay in children under 5</p>	
<p><u>What will we do?</u></p> <p>We will act with partners to give all children and families the best start in life and offer early help to have healthy lifestyles and good physical and mental health, integrating healthy behaviours into everyday routines to prevent problems at a later stage and providing an ongoing and rounded offer of support once children leave school. We will work with partners to improve health opportunities, particularly those associated with childhood poverty and social exclusion. Support is provided at this stage of life from maternity services, health visitors, GPs, children's centres, and many others but it is not always joined up around the needs of children and families. We will:</p> <ul style="list-style-type: none"> • Develop an integrated health promotion offer for children and families focussed on breastfeeding and good nutrition, oral health, play and physical activity, immunisation, and tobacco free homes • Develop shared multi-agency services that intervene early and impact on parental behaviour in the areas of substance misuse, domestic violence, mental health and neglect. • Bring together services currently provided by Early Help, Children's Centres, and Youth Services into a single integrated family support offer that sustains and enhances universal provision, whilst providing further support to those families who need additional help through more targeted services • Build on the Children and Family Act 2014 improvements for young people with Special Educational Needs and Disabilities, both of which recognise the role of wider 	<p><u>How will we know we're making a difference?</u></p> <ul style="list-style-type: none"> • Increase the proportion of mothers breastfeeding at six to eight weeks after birth • Decrease the number of pregnant women smoking and of families exposing infants to second hand smoke • Decrease in parents of infants with mental health concerns • A reduction in the average number of teeth which are actively decayed, filled or extracted amongst children aged five years • Reduce rates of childhood obesity: increasing the number of children that leave school with a healthy weight and reverse the trend in those who are overweight • Increase in number of children who reach a good level of development in communications and language at the end of reception • Increase in number of children who reach good level of development in personal, social, and emotional development at the end of reception • Increase uptake of childhood vaccinations <p><u>Targeted support for vulnerable groups</u></p> <p>We will target the support provided for vulnerable groups and those most in need including:</p> <ul style="list-style-type: none"> • Children and young people from low income households where poverty is associated with poor health and developmental outcomes • Children from vulnerable families (e.g. teen pregnancy, homelessness, substance misuse and domestic violence) known to services • Children and families from socially excluded

<p>determinants in the mental and physical health and wellbeing of children and young people.</p> <ul style="list-style-type: none"> • Empower children and young people experiencing poor or worsening mental, physical health or disabilities to access appropriate and reliable information, advice and expert care in ways that are convenient and tailored to them • Promote effective support for parents around sensitive parenting and attachment • Support the development of strong communications and language skills in infancy. • Provide evidence-based support for mothers, fathers, and other carers to help prepare them for parenthood and improve their resilience when they have a new baby • Strengthen the mental health support we provide to parents early on, including training key frontline staff to assess, support or refer families into relevant support services and ensure those needing specialist services receive them • Support parents of children who are frequent users of primary and unscheduled care services to understand and manage minor illness and ailments at home, and when and how to access wider support. • Ensure local services work together to minimise duplication and gain the best possible outcomes for families • Work with schools to promote health and wellbeing messages and harness the energy of young people to improve the health of their families. • Work with schools and families to improve children’s diets and levels of physical activity 	<p>groups</p> <ul style="list-style-type: none"> • Parents and parents to be with poor mental health which can often have a significant impact on early child development.
--	---

(3) Addressing the rising tide of long-term conditions

Where are we now?

Thankfully, because of advances in care and treatment of long-term conditions (LTCs) like hypertension, cardiovascular disease and diabetes, people are living longer. But this care and treatment is consuming an ever greater proportion of resources. Care for LTCs presently accounts for 55% of GP appointments, 68% of outpatient and A&E appointments and 77% of inpatient bed days nationally. Cost pressures on the health and care system deriving from management of LTCs is likely to add £5 billion to the annual costs of the system between 2011 and 2018. It is estimated that £7 out of every £10 spent on health and social care in England is associated with the treatment of people with one or more LTCs. Currently 15 million people are estimated to be living with one or more LTC in England and this is projected to increase to around 18 million by 2025.

What will we do?

We are committed to improving care for people with LTCs to enable them to have an independent and fulfilling life and to receive the support they require to manage their health. We will work with all partners to prevent, identify, and manage LTCs. We will:

- Intervene early to prevent the onset of LTCs and provide support and information for people to maintain healthy lifestyles
- Provide increased support to people with diagnosed LTCs for self-care and self-management of conditions
- Ensure the continuity of care for people with LTCs
- Ensure people's conditions are treated by coordinated health and social care services who can share information
- Ensure there is 'no wrong door' and effective signposting to health and social care services
- Ensure people their carers and families are involved in decisions about their own care
- Provide support for carers and their families to ensure they can support care receivers effectively
- Proactively identify those at high risk of developing Type 2 Diabetes and refer them on to behaviour change programmes

How will we know we're making a difference?

- Increase the proportion of residents who are active and eat healthily
- Reduce death rates from the top three killers (Cancer, cardiovascular disease, respiratory disease)
- More people feel supported to manage their conditions
- More people and carers feel empowered and involved in their care planning
- More people experience integrated care between services
- Reduction in avoidable (unscheduled) emergency admissions
- Reduction in emergency readmissions after discharge from hospital
- Increase in the percentage of GP appointments with a named GP
- Increase in the number of days spent at home
- Reduction in falls
- Uptake of personal budgets
- Increase in the percentage of people still at home 91 days after discharge from hospital into reablement

Targeted support for vulnerable groups

We will target the support provided for vulnerable groups and those most in need including:

- The homeless population
- BME groups who are disproportionately likely to develop some long-term conditions

(4) Delivering a high quality and sustainable health and social care system.

Where are we now?

We know that the current system of health and care can be confusing for patients, families, and carers. And as our population gets older and more people develop long-term conditions our system is becoming less able to cope with the changing needs and expectations of the people we serve. This is already leading to higher demand for social care, carers, and community health services in out of hospital settings and these pressures will only increase.

Our current health and care system is under pressure. The way we pay for health and care services can encourage high end care in expensive settings and reinforce isolated working practices. We spend too much on services which respond at the point of crisis and not enough on early intervention and preventative support that keeps people well. Across North West London, if we continue as we are currently doing, there will be a £1.3 billion financial gap in our health and care system by 2021.

What will we do?

We will:

- Work together across organisational boundaries to plan and deliver the workforce needed for the future;
- Work with our partners to look at the current and future needs of our population and map projected demand for health and care services to understand gaps in our workforce.
- Work with partners including universities, royal colleges, Health Education England, and other teaching institutions to refocus local health and care worker training programmes towards the workforce needed for the future.
- Work with partners to ensure there are the right reward structures and contract flexibility to incentivise the creation of the workforce we need
- Prepare staff for multidisciplinary team working rather than the roles of professional groups
- Support and better harness the power of the informal workforce by creating a 'social movement' to support those in need, including a more strategic approach to the support and development of volunteers.
- encourage and enable communities to take greater care of themselves and others;
- Identify and capitalise on people's strengths and residents' commitment to managing their own care and work with them to find ways to influence others so that they can do the same.
- Capitalise on our capacity to enable and promote healthy lifestyles
- Empower people to make lifestyle choices that will keep them healthy and well and able to lead a full life as active members of their communities and the local economy, working with our partners across the public sector to embed health improvement in all policies
- Developing the primary care estate and council buildings required to support new models of care and a system that is sustainable and fit for the future.
- Increase value from under-used and under-utilised estate in the borough
- use technology to join up the health and care system and support people to better look after themselves;
- Invest in information technology and data analytics
- Seek to develop shared digital patient records updated in real-time and shareable across organisational and sector boundaries
- Improve information collection and management to enable better retrospective and predictive modelling, decision making and improve quality and safety standards for people.
- Exploit the smart phone revolution and use people's phones and other digital devices as a

new “front door” to self-care, health promotion information and services, building on the “One You” app recently launched by Public Health England and providing a seamless link to self-care and prevention work for adult social care

- Agree with partners across the borough to share information where it makes sense for patients and they are happy for us to do so
Investigate the role of technology in enabling people to manage their own care investigate the viability of these approaches locally and scale up what works.
- Using finance to enable closer working and commissioning between health and social care and more personalised, integrated and person centred services.
- increase the use of pooled budgets where it makes sense as a way of enabling closer health and social care collaboration.
- Starting to view our budgets and services in a single joined up way
- Improve the way we communicate, engage, and co-produce with our residents ensuring information about health and care services is clearly signposted and tailored to audiences, and ensure people can have a say in local service changes and the development of new services
- Continually monitor our progress with the implementation of this strategy and regularly measure and report our performance to residents and patients

2. Implementing the plan

This plan signals a radical shift in our local planning approach for health and social care. Building on our last Joint Health and Wellbeing Strategy, we have an opportunity to bring together local NHS commissioners and providers, local government, and other local public services to develop a renewed vision for improved health in Hammersmith and Fulham. This place-based approach is an acknowledgement by us that collective action, cooperation, and management of common resources is necessary to secure better and more sustainable care.

We have already had many conversations with local people and our partners over recent years about improving health and social care and preventing ill health including workshops, consultations, patient, and public groups. This plan represents the fruits of these conversations and we will build on these over the next five years using ways of engaging directly with residents, including building on the success of our recent Neighbourhood Health Forums.

We have many staff in Hammersmith & Fulham working in health and social care services who will be central to the success of this plan. Partner organisations will lead engagement with their own staff to enable them to deliver this vision.

Following agreement of this plan, the Health and Wellbeing Board partners will set out a timetable for talking with staff and local people about our plans. [In early 2017, the Health and Wellbeing Board partners will work to develop a detailed Delivery and Implementation Plan setting out the detailed programmes of work to be delivered under each priority area, the outcomes and performance indicators we will use to measure progress and the governance and accountability mechanisms needed to deliver the work.](#) We will also run events with Healthwatch and with local people about the support they require to take control of their own health and wellbeing.

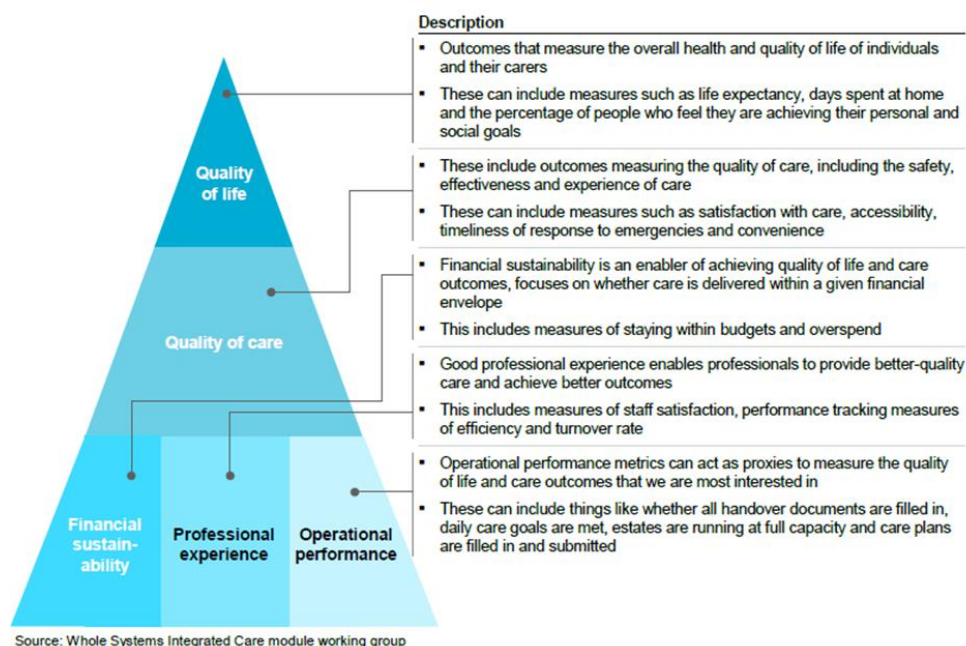
APPENDIX

Appendix A - Outcomes-based commissioning

- Traditional ways of buying health and social care services (“commissioning”) have tended to focus on processes, individual organisations and single inputs of care. That is, the people who buy services (“commissioners”) have tended to pay the people and organisations that provide health and social care services (“providers”) according to the number of instances of treatment provided. This focuses the health and care system on completing specific tasks and away from treating people in a holistic way and on a person’s overall wellbeing.
- As funding is attached to treatment, there are perverse incentives for providers of health and care services try to provide as much treatment to individuals as possible. This can be costly for the system as a whole and militates against the prevention of ill health. This approach has inadvertently helped fragment the way care is delivered and has acted as a barrier to the development of more integrated services and models of care.
- “Outcomes” are the end results we aspire to achieve for people, their families and their carers. Outcomes-based commissioning allows us to focus on the important aspects of care - the result from a patient’s perspective. Under outcomes-based commissioning providers are paid for meeting specified outcomes, including things like the patient’s experience of care and the extent to which they are kept well. Outcomes based commissioning therefore can be used to incentivise shifting of resources into out-of-hospital settings, focus health and care providers on keeping people healthy and in their own homes and co-ordinated care across settings and regions. It also encourages a focus on the experience of people using the services, and achieving the outcomes that matter to them.
- This is the approach needed in Hammersmith & Fulham. The Health & Wellbeing Board partners commit, through this strategy, to outcomes-based approaches to commissioning.

Our Outcomes Framework

- An outcomes framework allows commissioners and providers within a health and social care system to link what they do on a day to day basis with what they want to achieve and how they commission services. The North West London Outcomes Framework is set out below. It summarises the key outcomes desirable in an integrated system of care to into five domains, as follows:



- The Hammersmith & Fulham Health and Wellbeing Strategy uses the North West London outcomes framework to ensure that there is a consistent approach to understanding people's needs and buying services in support of them across the sub-region. Being consistent across larger geographies including North West London is important, particularly in London, because so many providers of health and care operate across borough boundaries and because Hammersmith & Fulham residents access services outside of Hammersmith & Fulham.
- Basing our future commissioning on a shared framework in this way allows us to deliver scale to the range of services we have on offer for Hammersmith & Fulham residents and it means that we can make a shift, across the whole system, in the way that health and care is organised, bought, delivered and measured.
- In this outcomes framework and hierarchy, the most important perspective is the well-being of the person who is receiving services and as such, the first two domains – 'quality of life' and 'quality of care' (what we have termed quality of experience of care) - are the most important. The other three outcomes domains – financial sustainability; professional experience; and operational performance – are all crucial enablers for delivering quality care and quality of life for Hammersmith & Fulham residents and are addressed holistically in the systems section.
- Outcomes-based commissioning provides a way of paying for health and care services based on rewarding the outcomes that are important to the people using them. This typically involves the use of a fixed budget for the care of a particular population group ("capitated budget"), with incentives for health and care providers to work together to deliver services which meet specified outcomes. This approach aims to achieve better outcomes through more integrated, person centred services and ultimately provide better value for every pound spent on health and care.
- The approach can help rather than hinder provider coordination and collaboration; incentivise a focus on prevention; allow providers the freedom and flexibility to innovate and personalise care according to what is best for patients' outcomes rather than sticking rigidly to service specifications; and incentivise providers to manage overall system costs because providers are accountable for the end-to-end costs of care for a group there is no advantage in passing on costs to another organisation in the system.

Appendix B - Our population health priorities

	What do health and care services look like today?	Outcomes	Priorities	Measures
pre-birth and early years (0-12 years)	Babies generally receive a good start in life in the borough: there is good breastfeeding uptake, low numbers of underweight babies born, low numbers of women who are smokers at the time of birth. However, there is still room for improvement. Giving every child the best start in life is crucial to reducing health inequalities. Children who live in poverty are at greater risk of health and social problems later in life – from obesity, heart disease and poor mental health, to educational achievement and employment status. The number of 10 and 11 year old children who are obese in our schools is almost 40%. This matters, as they have a much higher risk of growing up to be overweight or obese as adults and of getting diabetes, heart disease, stroke and some cancers as they grow older.	<ul style="list-style-type: none"> • Children’s physical, social and emotional development is improved • Young children, parents and carers are supported to start well and stay healthy and independent 	<ul style="list-style-type: none"> • Planned pregnancy (Sex and Relationships Education in school) • Additional support for vulnerable families (e.g. teen pregnancy, homelessness, domestic violence) known to services and supported through pregnancy/early years • Access maternity services early. • Integrated maternity, midwifery and local authority early years and health visiting services to ensure there are valuable connections and information sharing • Supporting a healthy pregnancy (e.g. smoking, alcohol, weight gain, folic acid) • Prepared for birth: antenatal education/maternity care • Parents supported through the healthy child programme (e.g. health visiting, breastfed to 6 months, immunised, support for post-natal depression) • Early help support for families to ensure readiness for school (e.g. development reviews, speech/ language, physical, and emotional health) • All children supported to achieve good educational attainment and qualifications, including vulnerable groups (e.g. healthcare plans for children with additional needs) • Reduce detrimental effects of poverty on educational outcomes • Good oral health: healthy diet, brushing teeth, & visiting dentist 	<ul style="list-style-type: none"> • School readiness • Reducing number of low birth weight babies • Reduce excess weight in 4-5 and 10-11 year old children • Improve population vaccination coverage at 1, 2 and 5 years • Increase parental employment • Reduce child poverty

	What do health and care services look like today?	Outcomes	Priorities	Measures
			<ul style="list-style-type: none"> Discouraged from starting habits detrimental to health (e.g. smoking, drug use) Maintaining healthy weight (e.g. school environment, being physically active) Supported in building mental health resilience (e.g. education, school nursing, anti-bullying) Intensive support for families facing multiple difficulties where this is resulting in poor outcomes, high costs, or safety issues Immunisations and vaccinations including uptake of HPV vaccine for girls Better integration and joint commissioning of social care support services (Early Help) and community health services: health visiting, school nurses, and mental health support in schools. Improving air quality 	
young people (13-17 years)	Young people in the borough face particular challenges. There are a significant number of children living in poverty and many young people are not in education, employment or training. Child obesity rates are high, there is poor child vaccination coverage and high levels of tooth decay in children.	<ul style="list-style-type: none"> Young people are supported to start well and stay healthy and independent 	<ul style="list-style-type: none"> Received screening and advice around STIs and conception Where appropriate, received additional training or support to get into paid work Help giving up smoking through a stop smoking service Integrated health and care services for young people to ensure good care coordination Received support for low-level mental illness via IAPT programme, if needed CAMHS support for young people with serious mental health disorders Support managing any hazardous alcohol or drug use through statutory services Registered with GP and women attending cervical screening 	<ul style="list-style-type: none"> Increase parental employment Reduce child poverty Reduce child obesity Improve vaccination and immunisation rates

	What do health and care services look like today?	Outcomes	Priorities	Measures
			<ul style="list-style-type: none"> Ensuring multi-agency planning and services for young people in challenging circumstances (e.g. young offenders, gang members, looked after children, homeless young people and young people who have been exploited or abused) Investment in young people's mental health services Implementation of the Children and Families Act 2014 (e.g. children with Special Educational Needs) Ensuring good transitions between child and adult services (e.g. early care planning, key workers and coordinators) 	
working age adults (18-64 years)	Working age adults make a significant contribution to society and to the health and wellbeing of others including as workers, as parents and as carers for parents, relatives or friends. These responsibilities mean it is important adults know how to keep themselves healthy and build this into their everyday lives. There are significant health challenges in this population however: suicide rates are high, there is a large homeless population, high levels of drug misuse and smoking, low uptake of breast and cervical cancer screening, and a high prevalence of mental ill-health. There are a larger proportion of people	<ul style="list-style-type: none"> Working age adults are supported to stay healthy, independent and well The gap in life expectancy between adults with serious mental health needs and the rest of the population is reduced 	<ul style="list-style-type: none"> Support for healthy lifestyles (e.g. smoking cessation, physical activity, diet, alcohol consumption) Retain an active lifestyle to prevent overweight and the risk of long-term conditions Undiagnosed long term conditions such as high blood pressure and diabetes is picked up via health checks, to be offered in a range of settings Effective self-management of these conditions, through information, training, and a change in habits Good access to sexual health services to detect, diagnose and treat STIs Women attending cervical and breast screening Support for those on long-term sickness to return to work Received support for low-level mental illness via IAPT programme, if needed Support for people with severe and enduring 	<ul style="list-style-type: none"> Increasing the number of parents in good work Increase the number of people with learning disabilities in employment Increase the number of people with mental health needs in employment Reduce health inequalities between most and least affluent residents in the borough Improving premature mortality from Cancer, CVD, respiratory disease Reduce statutory

	What do health and care services look like today?	Outcomes	Priorities	Measures
	<p>infected with HIV and high proportion of sexually transmitted disease. Unhealthy lifestyle choices tend to cluster together. So people who smoke are more likely to drink too much alcohol or to use other drugs and are also more likely to have poor diets and live inactive lives. We need to consider how we can help people address multiple rather than individual unhealthy behaviours.</p>		<p>mental illness</p> <ul style="list-style-type: none"> • Support for people with learning disabilities • Support for people affected by suicide • Support for homeless communities and those sleeping rough • Early detection and diagnosis of HIV • Mitigating the impact of poor air quality for people living with cardiovascular disease or respiratory disease 	<p>homelessness</p> <ul style="list-style-type: none"> • Reduce social isolation of carers and social care users • Reduce smoking prevalence
Older people (65+ years)	<p>Older people make a valuable contribution to society. The majority of volunteers are aged 50 or over, and older people also represent a significant proportion of carers. Older people also have a wealth of skills, knowledge and experience. It is vital therefore that we support older people to age well.</p> <p>Our population is ageing and this means we will need to support growing numbers of people living with multiple conditions including dementia, cardiovascular disease, respiratory disease and frailty.</p>	<ul style="list-style-type: none"> • Social isolation is reduced • Older people are supported to age well and stay healthy and independent 	<ul style="list-style-type: none"> • Undiagnosed conditions picked up and self-managed or managed through GP/ community services, rather than through emergency care • Avoiding social isolation through the active engagement in activities and pastimes. In particular, partaking in gentle physical activity (e.g. walking, gardening) to lower risk of cancer, heart disease, mental ill-health and weak bone strength • Screening for early signs of dementia • Uptake of schemes which improve self-management of care • Receiving high quality health and social care designed around the person, not the condition, in convenient settings and at convenient times • Preventing sight loss • On reaching the last phase of life, support for dying in preferred place of death 	<ul style="list-style-type: none"> • Reducing the number of people over 65 admitted to hospital due to falls • Reduce emergency readmissions within 30 days of discharge from hospital

	What do health and care services look like today?	Outcomes	Priorities	Measures
	<p>These conditions are often linked with factors like social isolation and poor housing which can make care more complicated.</p> <p>Preventing chronic disease requires a range of interventions such as screening and vaccinations. Overall there is good uptake of NHS Health Checks and diabetic screening, good flu vaccination uptake, low number of hip fractures and low excess winter deaths.</p>		<ul style="list-style-type: none"> Mitigating the impact of poor air quality for people living with cardiovascular disease or respiratory disease 	

London Borough of Hammersmith and Fulham
Joint Health and Wellbeing Strategy:
Summary of Communication, Consultation, and Engagement Activity

1.0 Introduction

1.1 The Joint Health and Wellbeing Strategy (JHWS) is an opportunity for local government, the health service and the voluntary and community sector to work together in collaboration to improve the health and wellbeing of the population it serves. The JHWS provides a blueprint for closer working and integration for the benefit of all our residents and patients and a plan for tackling health inequalities in the borough.

2.0 Governance

2.1 Communication, consultation and engagement around the JHWS has been managed by a joint team led by the Health and Wellbeing Manager and with support from Council and CCG communications and engagement leads and with Healthwatch and VCS partners playing a key role in distributing information to their networks.

3.0 Engagement approach

3.1 Throughout the development of the JHWS, from conception and planning to approval, we have made an active effort to engage and co-produce the plan with patients, residents and professionals at every stage.

3.2 We have taken a four-pronged approach to engagement designed to ensure the widest possible reach and ensure hard to reach groups were able to have their say:

- a) Development sessions
- b) Online consultation
- c) Face-to-face engagement
- d) Public forums

3.3 Development sessions

3.3.1 A programme of development workshops has taken place with Health and Wellbeing Board members, wider partners and stakeholders and patient representative groups.

3.3.2 On 9th March, the King's Fund Chief Executive Chris Ham facilitated a discussion with Health and Wellbeing Board members about place-based systems of care and the solution they offer to the challenges facing the local health and care system. At that meeting the Board considered the progress made by Health and Wellbeing Boards to date, the changing needs of the Hammersmith and Fulham population and a suggested framework and timeline for refreshing the Joint Health and Wellbeing Strategy in 2016. The Board approved the framework and timeline for a new 5-year strategy.

3.3.3 On 20 May, Board members met for a half-day development session where they discussed their vision for the borough and potential areas of focus for the

next five years. Board members agreed that supported self-care and prevention were important parts of their vision for the borough as was enabling good mental health for all and giving children and families the best possible start. Board members spoke about a compassionate and joined up health and social care system and about the potential of digital technologies for patient engagement and self-care.

3.3.4 On 24 May, a wide collection of stakeholders and partners including council and NHS commissioners, councillors, council policy officers and provider organisations met to consider the emerging thinking of the Health and Wellbeing Board and potential areas of focus for the next five years. Stakeholder's feedback on the emerging strategy included a call to improve the education and advice offer to people and patients to help them navigate the system and also a call to target system resources on those in greatest need and where action would provide the biggest return on investment in terms of people's health and wellbeing. There was also feedback about the importance of leadership, training and a more collectivist, system-level approach to finances and budgets among other things.

3.3.5 On 7 June, service user and voluntary and community sector (VCS) representatives met to consider the emerging thinking of the HWB and to discuss the role the public and the VCS could play in delivering the strategy. Service users highlighted the importance of ensuring the strategy and consultation materials were in an accessible format and supporting people to lead healthy lifestyles and tackle social isolation.

3.3.6 **Recurring themes and priorities that emerged from all three sessions included:**

- the importance of improving outcomes for children, young people, and families;
- the importance of improving mental health outcomes for all and ensuring parity between mental and physical health services;
- the role of healthy lifestyles and behaviours in preventing long-term conditions such as cardiovascular disease, cancer, respiratory illness, dementia, and diabetes; and
- the importance of finance, technology, workforce, and leadership in creating a sustainable and joined up health and social care system
- the need to upgrade the role of prevention and early intervention in how we keep healthy people well;
- the need to address the wider determinants (e.g. employment, education and housing) to improve health and wellbeing;
- the need to enable a shift by both the health and care system and its users towards greater self-care, resilience and self-management of conditions; and; and
- the need to ensure the health and care system is person-centred with people treated as individuals and supported to stay well in their communities by primary, community and social care.

3.4 Online consultation

3.4.1 In July 2016, following the development of a first draft JHWS, the Health and Wellbeing Board approved plans for a fourteen-week public consultation to hear from everyone who lives, works in, or visits the borough. The consultation sought views on whether the draft priorities identified by the board were the right ones to focus on for the next five years and what action the Board ought to take to make a real impact on the health and wellbeing of residents in the borough. The Board identified four priorities in the draft strategy:

1. Good mental health for all
2. Giving children and families the best possible start
3. Addressing long-term conditions
4. Delivering a high quality and sustainable health and social care system

3.4.2 Working with the local authority consultation team, a consultation home page was set up on the council website and an online questionnaire was set up on the Citizen Space website. Residents and organisations in the borough were encouraged to complete the survey online or by posting or emailing their views to the consultation team. Using stakeholder lists provided by Healthwatch, the local authority and Sobus, information about the consultation and how to participate was sent to over 500 local organisations.

3.4.3 Whilst engagement has been continuous throughout the development of the JHWS, the formal public consultation stage was an opportunity for the Board to share its ideas with residents, patients and professional, gather further feedback on the emerging plan and give people an opportunity to comment, critique and shape the next version.

3.4.4 **Recurring themes and priorities that emerged from the online consultation included:**

- At the time of writing the consultation team have received 40 questionnaire responses from both organisations and residents in the borough.
- Overall, 80% of respondents to the survey agreed or strongly agreed that the Board had chosen the right priorities and principles to focus on over the next five years.

On other potential priority areas for the Board:

- respondents were keen for the Board to prioritise exercise and diet and use planning powers to restrict the proliferation of 'unhealthy' businesses.
- Respondents urged the Board to consider the impact of housing and greenspace on mental health and wellbeing, to work with and educate business about mental health, to create an environment free from stigma where people feel able to access help and support early on and to focus on the high suicide rate among men with mental health issues.
- Respondents also encouraged the Board to ensure that health and wellbeing services are personalised to the individual and to work to foster inclusive neighbourhoods that provide support.

On mental health:

- respondents highlighted the importance of ‘early identification and intervention’, asking the Board to reduce waiting and referral times for interventions so that conditions would not deteriorate and become significant enough to require specialist services.
- Respondents wanted the Board to ensure that mental health services were more flexible and personalised both in terms of service access criteria, the length of time services are offered for and both the time and physical location that services are offered at.
- Respondents emphasised the importance of community activities and support and the opportunities these provide residents to connect with others facing similar issues and reduce isolation.
- The use of expertise to support people was also highlighted, both in terms of voluntary sector services and people with lived experience.
- The importance of support for the mental health of children and young people was highlighted strongly and included calls for greater discussion and education about mental health in the school curriculum, and access to CAMHS, counselling and support in schools.
- And respondents called for action on the physical health of people with mental health needs and wanted the Board to encourage diet, gardening and the use of greenspace to promote good mental wellbeing.

On the health and wellbeing of children and families:

- most responses urged the Health and Wellbeing Board to take action on diet – through school meals, education and cooking lessons in schools, and by restricting ‘unhealthy’ food businesses near schools – and on physical inactivity – by ensuring schools have active travel programmes and through competitive sport programmes in schools.
- Another area of concern, which was also highlighted in responses to question 3 (mental health), was child and parental mental health with respondents encouraging the Board to teach children and families methods and strategies for coping early on, including support for new mothers with post-natal depression. Respondents also called for more services and facilities to support families.

On long-term conditions (LTCs):

- most respondents’ comments related to the importance of healthy living to prevent or delay the onset of chronic disease. Respondents urged the Board to provide cheap or free opportunities for people to exercise – such as green gyms, encouraging active travel or free gym memberships – and to educate and raise awareness about healthy eating, including by working with national campaigns and local supermarkets. Respondents also urged the Board to consider regulation to restrict access to alcohol and unhealthy foods. The idea of rewards and disincentives was also raised including calls for restricted access rights to care for people with unhealthy lifestyles and council tax breaks to reward healthy behaviour. One respondent also highlighted the importance of both primary and secondary prevention and helping those already with one LTC to not develop multiple co-morbidities.

- Self-care was also a popular theme with many respondents urging the Board to provide education and information about how to self-manage and ensure self-help groups are available to support.
- As with the responses about healthy living, respondents highlighted the importance of early intervention and identification of LTCs and the need for easier access to primary care and more regular health-checks situated in convenient community locations like shopping centres.
- Other important themes were the integration of health and care services, as care for multiple co-morbidities requires the cooperation of multiple agencies, and the need for agencies to be better at sharing information about a patient's conditions and ensuring care is personalised

On a sustainable health and care system:

- respondents focused mainly on the concepts of service integration, self-care and greater communication, engagement and co-production with residents and businesses in the borough.
- Respondents spoke of the need for a more joined up health and care system that was integrated with social housing provision and the voluntary sector and the co-location of services into 'hubs' or polyclinics was a popular theme.
- Respondents recognised the importance of self-care and greater personal responsibility for health for reducing demand on the system and shifting emphasis from an acute focused system to one that is preventative and community focused.
- Finally, respondents emphasised the importance of communication and engagement to get people to understand that health and care resources are not limitless.

On the principles underpinning the Board's work

- there was good support and recognition of the role of self-care, integration, the wider determinants of health and the important role of community support in enabling people to stay well closer to home.
- In addition, survey respondents urged the Board to consider communication, engagement, and co-production as a key principle in its work ensuring that the time is taken to communicate and inform the public about its work but also to reach out, engage and co-produce with the community.
- Respondents were also keen for the Board to consider how it will measure its progress and demonstrate this to the public.

3.5 Face to face engagement

- 3.5.1 Throughout the consultation period, in recognition of the fact that online channels may not be available to everyone, the consultation team has offered local organisations and residents groups the option of a meeting with the team developing the plan to discuss the JHWS and get their feedback. We have had a good response to this offer and have had meetings with a range of local organisations including, the Carer's Network, Mind Head's Up Committee, QPR in the Community Trust, and the Help Counselling Centre.

3.5.2 **Recurring themes and priorities that emerged from the online consultation included:**

- The importance of community support and community-based assets and activities for building community cohesion, providing social contact and reducing social isolation
- The importance of employment and support plans to get back to work to reduce dependency on benefits and for all aspects of health and wellbeing
- The need for greater support to teach key life skills such as cooking, finance, gardening and DIY to enable independence
- The confusing and complicated nature of referrals and access to mental health services and the need for this to be simplified
- The need for people to be meaningfully be involved in the decision making processes that affect them
- The issue of GP access and the knock on effect of this on the rest of the health and care system
- The impact of housing on health and the impact of house prices on community cohesion and social isolation
- The lack of respite care for carers in the borough and the need for a one-stop-shop where carers can access information about the services available
- The importance of including small local charities and organisations as part of the solution to health and wellbeing issues in the borough

3.6 Public forums

3.6.1 Public forums are a way to give patients and residents the opportunity to hear about the JHWS, put questions to councillors and the team helping to develop and deliver the plan, and provide feedback to help shape the development and implementation of the plan.

3.6.2 On 19th September, the consultation team held a public meeting to engage with older residents around the draft Joint Health and Wellbeing Strategy. The purpose of the event was to discuss the thinking and evidence that had guided the development of the draft plan, listen to older resident's views about this and to hear about resident's health and wellbeing priorities for the over 65 population. The event was also an opportunity for residents to put questions to councillors and the team helping to develop and deliver the plan, and provide feedback to help shape the development and implementation of the plan.

3.6.3 The event was attended by 142 residents and provided detailed feedback on the draft JHWS priorities and resident's priorities for the over 65 population. The session was two hours in length and was built around two table discussions informed by presentations highlighting some of the key health needs in the borough and in the over 65 population.

3.6.4 **Recurring themes and priorities that emerged from the online consultation included:**

- **The wider determinants of health:** i.e. issues to do with the environment in which we live, work and play. Of these, the issue such as air pollution, healthy eating, exercise, benefits and isolation and loneliness figured highly.
- **The Health and Care System:** i.e. issues such as poor health and care coordination and continuity, delayed referral to treatment and waiting times and information sharing between health and care organisations featured highly.
- **Communication:** i.e. residents were clear that they wanted more and clearer information from health and care services about how issues such as increasing demand on the health service and where to go to get help were provided
- **Primary Care:** i.e. difficulties getting appointments with local GPs. Other feedback included the importance of having a named GP so residents didn't waste time explaining their medical histories. And the forum was also keen to see more walk-in clinics opened in the borough to reduce pressure on GPs and A&E departments.
- **Care:** The forum was concerned that 15 minute visits were not long enough to offer adequate care and support and felt that more carers were needed to help people after leaving hospital.
- **Best start in life:** Forum members wanted to see Sure Start retained and greater investment in schools and maternity services.
- **End of Life Care:** Forum members wanted to see hospice care practice more widespread and for society and professionals to get better at talking about death.
- **Mental Health:** Mental health was also a concern, specifically concerns about the impact of loneliness and isolation on mental health and support for the rising numbers of people with dementia.

3.6.5 3.6.5 On 22 November, the Cabinet Member for Health and the Health and Wellbeing Manager attended a meeting of the Hammersmith and Fulham Consultative Forum. Approximately 40 older residents attended the event. Consultative forum, members broke into group discussions to discuss their top three health and wellbeing priorities


3.6.6 **Recurring themes and priorities that emerged from the online consultation included:**

- **Community facilities:** That there are not enough accessible day centres in walking distance for older people to meet, eat and find information
- **Communication:** That there is not enough information and communication about services and facilities on offer to older people in the borough since the closure of information centres and that Social care ought to provide more information about what is on offer and where to go
- **Primary Care:** That the GP appointment system is unhelpful and inaccessible and that 10 min GP appointments are insufficient
- **Housing:** That older people would like easier access to sheltered housing offering opportunities for them to get out and about and tackle social isolation

- **Transport:** That Dial-A-Ride services are often late affecting people getting to appointments on time and that the hospital discharge process should include a full assessment and plan for onwards care including transportation needs (Friends of Hammersmith Hospital and Imperial College Charity were highlighted as local organisations offering support)
- **Dementia:** More programmes to diagnose dementia earlier are needed
- Patients should be able to refer directly to specialists circumventing primary care
- **Information sharing:** That the Board should work to improve information sharing between agencies making it easier for people to directly access care and pharmacy support without needing a referral from a GP
- **Care:** That the strategy should say more about the role and responsibilities of family members in caring for older people
- **Workforce:** That with the shift towards a home and community based model of care that we will need more staff able to work in these settings: i.e. district nurses, home help, health and care coordinators and physios

4.0 Conclusion and Next Steps

- 4.1 The feedback received during the public consultation has been considered and used to inform the final version of the Joint Health and Wellbeing Strategy.

<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>5th December 2016</p>	
<p>EMISSIONS LINKED PARKING PERMITS</p>	
<p>Report of the Cabinet Member for Environment, Transport and Resident Services – Councillor Wesley Harcourt</p>	
<p>Open Report</p>	
<p>Classification - For Decision</p> <p>Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Executive Director: Mahmood Siddiqi – Director for Transport & Highways</p>	
<p>Report Author: Edward Stubbing, Transport Planner</p>	<p>Contact Details: Tel: 020 8753 4651 E-mail: edward.stubbing@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. There is growing pressure on the transport sector to address the health concerns caused by vehicle emissions. The current administration's manifesto and the boroughs Air Quality Action Plan both require action to be taken to address these concerns. Promoting the use of greener vehicles through a emission based permit scheme could help to reduce ownership levels of more pollutant vehicles. At present there are only two types of resident parking permits, either a standard permit or a green permit offered to vehicles that are Euro 5 compliant. There are presently no surcharges for diesel engines, or larger vehicles.
- 1.2. Nationally transport accounts for about 21% of all greenhouse gas emissions in the UK. Work by TfL and the GLA have identified that within London this number is substantially higher at close to 50%. Private vehicles account for a major part of these emission levels and in Hammersmith and Fulham can be split into two main groups, those being kept in the borough, and those commuting through. At present emissions from residents vehicles are estimated to account for roughly a quarter of all private vehicle emissions in the borough. This report details several

measures that could be introduced in order to promote the ownership/ increased uptake of lower emission vehicles.

- 1.3. This report reviews the current parking permit structure and pricing and proposes a restructuring in order to address the need to encourage a reduction in vehicle emissions. Parking policy can not be used solely as a fiscal tool, the financial plan outlined in this report is aimed to incentivise lower emission vehicle ownership through discounted permits, with the focus of the permit structure being to improve the air quality in the borough. The report recommends that Hammersmith and Fulham offer free resident parking permits for fully electric vehicles (vehicles without any form of combustion engine), and then offers a sliding scale permit system to all other vehicles, based on the euro emission standard that the vehicle complies with. It is also recommended that a Diesel surcharge be introduced to all Diesel vehicles which are classified as Euro 5 or below.

2. RECOMMENDATIONS

- 2.1. That Hammersmith and Fulham offer free resident parking permits for fully electric vehicles (vehicles without any form of combustion engine).
- 2.2. That the introduction of a sliding scale of permits based on the Euro emission standard of the vehicle for all resident permits, be agreed. This is detailed in Option 3 of section 5. It would mean vehicles are categorised based on a range of emissions including Co2, NOx and Particulate Matter.
- 2.3. That the introduction of a separate Diesel surcharge to all non-Euro 6 diesel vehicles who obtain a resident permit, be agreed. This surcharge is introduced as a measure to encourage consumers to consider the environmental impact of their vehicle choices and in recognition of the substantially higher amounts of NOx and PM that diesel engines produce.
- 2.4. That both the new permit structure and the diesel surcharge are introduced in April 2016. Both of these measures will include predetermined charges which will increase over the first four years in order to allow adequate time for consumers to adjust their vehicle types.

3. REASONS FOR DECISION

- 3.1. Hammersmith and Fulham's Air Quality Action Plan aims to reduce the level of emissions produced in the borough. The reduction of emissions from transport is also a manifesto commitment of the current administration. Private vehicles are one of the main components of the transport sector and in Hammersmith and Fulham they account for about 50% of all emissions generated by transport. Private vehicles owned and operated by residents are a significant source of emissions as they account for approximately a quarter of all trips made by private vehicles in the borough.

- 3.2. The recommendations included in this report have been reviewed and supported by the Air Quality Commission. This commission has been formed to spearhead the push towards alerting and improving air quality within the borough. The commission feel that the proposed permit structure represent a suitable message and stance for the council to show that air quality is a serious consideration of the council.
- 3.3. The classification and price of parking permits can be an effective tool in encouraging the take up of low emission vehicles by residents. The present permit classifications allow any vehicle which is Euro 5 compliant or newer (see Table 1 below), to apply for a green permit, which is half the price of a regular permit. To encourage residents to consider the emissions of the vehicle they own, this report recommends that Hammersmith and Fulham offer free resident parking permits for fully electric vehicles as these are currently seen to represent the greenest option for private vehicles. A fully electric vehicle runs entirely off electricity and does not contain any form of combustion engine such as petrol, diesel or gases (note no type of Hybrids are classified as a fully electric vehicle).
- 3.4. Diesel engines have been found to produce significantly higher levels of particulate matter and NOx, compared with petrol engines. The Euro 6 banding is the first banding where the permitted emissions for PM and NOx are the same for both Diesel and petrol engines (Table 2 gives details of the permit values). As such a Diesel surcharge on Euro 5 and older vehicles will encourage owners to consider changing their vehicles for less pollutant models.
- 3.5. Any changes to the permit structure for residents will affect all the wards in the borough. At present permit prices are only altered at the beginning of each financial year, if at all. In order to provide sufficient time for residents to adjust to the new permit structure and for it to have an impact on consumer choices, a four year phased increase in the permit prices is recommended to reach the targeted price structure.

4. BACKGROUND

- 4.1. Hammersmith and Fulham have offered residents parking permits in Controlled Parking Zones since the first zone was introduced to the borough in the 1960's. At present parking permits are available for cars belonging to both residents and business. These are available on either a six month or twelve month basis. Each resident or business is able to purchase a maximum of two permits, with the price of the second permit being higher. At present the standard first residents permit is priced at £119 per year. Motorcycles are not currently required to purchase a permit or Pay & Display ticket when parking in any bay in the borough.
- 4.2. Hammersmith and Fulham currently offers two classifications for resident permits, a standard parking permit and a green parking permits which provides a reduced rate price to vehicles which meet the Euro 5 emissions standards (see Appendix 1). The green permit is presently only available on a twelve months

basis, as the cost of a six month permit would not cover the administration costs. The price of the green permit is presently £60 for a twelve month period.

- 4.3. The Euro 5 emissions standard is a European Union (EU) rating on the maximum acceptable exhaust emissions from newly manufactured vehicles. The standard currently measures a number of emission particles including Nitrogen Dioxide, Carbon Monoxide and Particulate Matter. Table 1 below gives details of the current requirements of each Euro emissions standard.

Table 1: Euro Emission Compliance

Tier	Date	CO2	THC	NMHC	NOx	HC+NOx
Diesel						
Euro 1	Jul-92	2.72 (3.16)	-	-	-	0.97 (1.13)
Euro 2	Jan-96	1	-	-	-	0.7
Euro 3	Jan-00	0.64	-	-	0.5	0.56
Euro 4	Jan-05	0.5	-	-	0.25	0.3
Euro 5a	Sep-09	0.5	-	-	0.18	0.23
Euro 5b	Sep-11	0.5	-	-	0.18	0.23
Euro 6	Sep-14	0.5	-	-	0.08	0.17
Petrol (Gasoline)						
Euro 1	Jul-92	2.72 (3.16)	-	-	-	0.97 (1.13)
Euro 2	Jan-96	2.2	-	-	-	0.5
Euro 3	Jan-00	2.3	0.2	-	0.15	-
Euro 4	Jan-05	1	0.1	-	0.08	-
Euro 5	Sep-09	1	0.1	0.068	0.06	-
Euro 6	Sep-14	1	0.1	0.068	0.06	-

emissions requirements in g/km

CO2 – Carbon Dioxide, THC – Total Hydrocarbon, NMHC – non-methane Hydrocarbons, NOx – Nitrogen Oxides, HC - Hydrocarbons

- 4.4. Euro 6, which came in to effect in September 2014 is the latest version of the rating. Any new model of car sold in the EU after this date is required to meet these emissions standards. The main change between Euro 5 and Euro 6 is the controls on Diesel engines, where the amount of NOx emissions permitted has been cut by more than half.
- 4.5. Hammersmith and Fulham are currently looking to introduce a number of schemes and changes aimed at improving the air quality across the borough. The air quality objectives are detailed in the Council's Air Quality Action Plan, and the action points and progress from this report are currently being monitored

and reported on a regular basis. Data provided in the 2014 air quality progress report shows that private cars account for 34% of total NOx emissions and 55% of PM10 in the borough. Both of these types of emissions are dangerous to people's health and the Council aims to reduce the levels of each.

- 4.6. The Euro emission standards also impose restrictions on the amount of CO2 being produced. CO2 is a primary cause of climate change, as well as posing health risks in concentrated amounts. Appendix 2 shows a breakdown of transport emissions by vehicle type, private vehicles presently account for 58.9% of all transport generated CO2 in the borough.
- 4.7. The health impacts of emissions are a key reason for the growing pressure to more carefully monitor and control them. In the UK an estimated 29000 deaths a year are attributed to particulate matter. Table 2 below details the current limits on PM for each Euro emission standard.

Table 2: Euro emission standards Particulate Matter levels

Euro Emission Standard	Petrol Engine (PM)	PM per Km³	Diesel Engine (PM)	PM per Km³
1	no limit	no limit	0.14 g/km	no limit
2	no limit	no limit	0.08 g/km	no limit
3	no limit	no limit	0.06 g/km	no limit
4	no limit	no limit	0.025 g/km	no limit
5	0.005 g/km	no limit	0.005 g/km	6 x 10 ¹¹
6	0.005 g/km	6 x 10 ¹¹	0.005 g/km	6 x 10 ¹¹

- 4.8. The DVLA do not currently classify vehicles for road tax by NOx or Particulate Matter. The EU classification for vehicles does however include these emission types as well as others when considering classification. As the EU or euro classification includes more emission types it is considered that this represents a more advanced format to judge exhaust emissions by.
- 4.9. Many other London boroughs offer some form of emissions linked parking permit, although there is a range of different approaches taken. Some boroughs such as Islington and Camden operate a CO2 linked categorizing process (see Appendix 3). Some boroughs, such as Barnet and Lewisham, offer reduced price permits for greener vehicles but do not charge vehicles with higher emissions more than the standard rate.
- 4.10. Transport for London are in the process of consulting on an Ultra Low Emission Zone with the aim of improving air quality. To qualify as "Ultra Low Emission" , private vehicles must be Euro 6 compliant. All other vehicles will be required to pay the ULEZ charge when entering the zone, which will operate 24hrs a day, 7

days a week. Euro 6 compliance is currently considered by most local and national authorities to meet the current definition of 'green' transport.

- 4.11. The Euro 6 emission standard, when adhered to, does represent a significant reduction in exhaust emissions compared to previous standards. It has recently been highlighted that vehicles that meet this standard in test environments, may not be actually doing so in the real world. Unfortunately at this time there are few alternative classifications that can be used, and Hammersmith and Fulham are not in a position to introduce their own testing so must rely on national and EU bandings.
- 4.12. There are currently a number of different classifications of vehicles that have electric components to their engines. There are fully electric vehicles that run solely on electricity and have no other form of power. There are also hybrid vehicles which have both electric and combustion engines. 'Half' or 'internal' electric cars as they are often referred to are vehicles with the ability to create their own electricity, either through the combustion engine powering the car and charging the battery at the same time, or in some more advance models through the generation of kinetic energy (e.g. by charging the battery with the energy generated when the car is braking). The other main type of hybrid currently growing in popularity is the plug-in hybrid. These vehicles have the ability to charge the battery through an external source.
- 4.13. At present Hammersmith and Fulham issues about 33,000 permits per year, with about 29,000 of these being resident permits. In the 2013/14, 28,726 first permits were issued, with 353 second permits issued. Of these permits 966 (3.3%) were low emission vehicles who paid for a green permit.
- 4.14. Hammersmith and Fulham's current parking permit database does not store information on the type of engine that permit holders have, so national statistics have been used to estimate the number of permit holders in each category of vehicles.
- 4.15. The Pay & Park team which administer the applications, renewals and issuing of parking permits are currently in the process of having new back office software prepared for them. This new software will also allow applicants to apply for their parking permits online, something that has not previously been possible. This new system is key to any emission linked permit system as it will provide an automatic look up system which will band the vehicle based on emissions and determine which permit category it should be in.

5. PARKING PERMITS OPTIONS AND ANALYSIS

- 5.1. The options below are based around two principal schemes for the categorising of resident permits; a sliding scale system based on euro emissions categories and a system that is based on offering a reduced rate permit for 'green' vehicles. Both schemes prioritise vehicles with lower emissions of CO₂. However the sliding scale system also includes NO_x and PM emissions. In all the options fully

electric vehicles that produce no exhaust emissions should be issued with free parking permits.

- 5.2. **Option 1:** This option would see all vehicles that currently have an electric element to their operation being offered a free residents' parking permit (this would include full, half and plug in hybrids as well as fully electric vehicles). There would continue to be a reduced permit for any Euro 6 compliant vehicles, with a regular residents' permit for all remaining vehicles.
- 5.3. **Option 2:** Any fully electric vehicle would be entitled to a free residents' permit (this would not include full, half or plug in hybrids). Any vehicle that was Euro 6 compliant would be eligible for a reduced permit. All other vehicles would have a standard residents' parking permit.
- 5.4. **Option 3:** In an attempt to offer a permit scheme aimed at categorising vehicles by more than just CO2 emissions, this scheme would use the European emission standards as the primary banding. This would mean categorising the permit price based on which of the six current Euro emission standards the vehicle belongs to. There would also need to be two additional categories, one for fully electric vehicles and another for vehicles pre dating the Euro emissions standards (vehicles from before 1992).
- 5.5. All of these options require the parking permits team to be able to check and verify the vehicle information, including the emissions levels and whether it is Euro compliant in order to issue a permit. This happens currently with the green permit using a manual check of the vehicle's V5C registration document. However, this information can also be retrieved by linking with the information stored by the DVLA. The new SPUR permit system due to be introduced in early 2016 will include this facility. This will mean users are automatically put into the correct permit band, rather than requiring them to verify it themselves.
- 5.6. It is anticipated that the new software currently being rolled out for the parking permits team will speed up the process of reviewing and checking permit applications. As part of this new software package, officers would be able to auto fill data from DVLA records which will improve the application processing speed and allow for quicker checking and classification of the permit type. We are also confident that this would help to further reduce incorrect permit categorisation, as well as permit fraud.
- 5.7. There are currently a number of vehicles that have been grandfathered into the existing green permit from previous schemes. As there is proposed to be a complete change to the structure of the parking permit system under option 3, if this option is chosen it is recommended not to grandfather any of the existing green permit vehicles into a different band than the one they qualify for. This is due to the fact several of them have already been grandfathered before and that others of them no longer represent a level currently being considered as 'green'.

6. SURCHARGES

- 6.1. Several London boroughs have introduced surcharges as part of their permit systems. Examples of these include Diesel surcharges employed by boroughs such as Islington and Kensington & Chelsea. Several variations of congestion surcharges are also used in other major cities, including limiting vehicles by number plate from commuting, and charging vehicles based on size.
- 6.2. The Diesel surcharge currently being used by Kensington and Chelsea is applied to all Diesel engines that are not Euro 5 compliant. However Euro 5 engines still produce considerably higher levels of NOx and PM than are currently recommended by the Air Quality Action Plan. It is therefore recommended that any Diesel surcharge should apply to all diesel vehicles that are not Euro 6 compliant, as this standard compares more closely with emission levels of petrol engines. Kensington and Chelsea charge £19 at present for their surcharge, but they intend to increase it gradually in future years.
- 6.3. The implementation of a Diesel surcharge would directly target the emissions of NOx which the Air Quality Action Plan and the Department for Environment, Food and Rural Affairs (DEFRA), identify as being extremely hazardous to personal health and well being. Local and central government are under increasing pressure from the EU to reduce the levels of NOx in the air, particularly in urban areas. Placing a surcharge on Diesel vehicles is one method being employed to change user behaviour and try and encourage a modal shift away from Diesel powered combustion engines.
- 6.4. There are several other surcharge schemes that have been tried in various cities across the world. One issue currently facing many London boroughs is the growing width of vehicles. Many vehicles are now exceeding the 1.8m width, which the Department for Transport (DfT) have previously considered the maximum width of a car, and is currently the minimum width of an on street parking bay. This is causing issues on narrow streets as the flow of traffic is affected by parked vehicles that narrow the carriageway width. Surcharges have been placed on larger vehicles that are considered to occupy more space, as a measure to try and reduce their number. The surcharge is usually placed on any vehicle classified as a 4x4 vehicle (which tend to be the type that are wider than 1.8m), however the final decision on which vehicles fall in to this classification would be the decision of the local authority.

7. FINANCIAL IMPLICATIONS

Resident Permits

- 7.1. Any changes to the current pricing points and categories of the residents parking permits will have an impact on annual revenue generated. At present it is forecast that annual revenue from the residents parking permits is £3,403,407.
- 7.2. It is estimated that about 8% of residents own vehicles that would qualify under the Euro 5 emissions compliance. It is difficult to make accurate forecasts about

the number of Euro 6 compliant vehicles as the current database does not provide these details.

- 7.3. The latest data from the DfT shows that in 2013, only 2.1% of all cars were Euro 6 compliant (see Appendix 4). However this was double the number compliant in 2012. Based on the initial data and forecasts from the DfT it is estimated that more than 540,000 Euro 6 cars will be registered in 2014 and about 900,000 in 2015 (approximately 55% of all cars registered in 2015 will be Euro 6). These estimated numbers would mean that about 2.1million of the 36 million registered cars on the road in 2015, would be Euro 6 compliant. Table 3 below therefore assumes 6% of vehicles will be eligible for the Euro 6 discount rate, and estimates the number of other permits holders vehicles in each class for 2015.

Table 3: Estimated number of current permit holders in each emissions classification in 2015

Compliance	Number of Cars in H&F
Euro 6	2241
Euro 5	7257
Euro 4	9151
Euro 3	8341
Euro 2	565
Euro 1	565
Pre date	609
Total	28729

- 7.4. The DfT suggest that in 2015 there will be about 800,000 hybrid vehicles registered in the UK. This would equate to about 2.2% of all vehicles on the road. In Hammersmith and Fulham this would mean about 632 cars are hybrid engines based on current permit numbers.
- 7.5. Of total car ownership in the country less than 0.01% of vehicles are fully electric cars. This means that about 1 in 10,000 vehicles are electric. However statistics show that of the 28,729 vehicles registered for resident permits within the borough 22 of them are currently fully electric vehicles (0.08%), eight times that of the national average.
- 7.6. National ownership trends show that as technology improves and the associated cost of purchasing these vehicles decreases, there will continue to be a significant increase in the ownership levels of both hybrid and electric vehicles.

Surcharges

- 7.7. DfT records suggest that about 36.2% of all vehicles registered at present are diesel engines that are below Euro 6 compliance. Using this information it is

estimated that 10,860 of the current permit holders are operating diesel run vehicles that do not meet the Euro 6 standard. The original diesel surcharged proposed by some boroughs has been £15, although Kensington and Chelsea currently charge £19 and Islington use a sliding scale which goes to a maximum of £100. For the purpose of the calculations below a range of values have been used.

- 7.8. There are currently about 90 Diesel that receive the green parking permit that are not Euro 6 compliant. Under the proposed surcharge these vehicles would be subject to the charge. There is the option to grandfather these vehicles across and not charge them, however this would contradict the reason for introducing the emission charges.
- 7.9. The surcharge placed on 'larger' vehicles would apply irrespective of which permit option was chosen. DfT statistics are quite vague on vehicle width, however estimates suggest about 4% of all vehicles are considered 4x4s. Not all of these vehicles would be wider than the 1.8metre alluded too, although many of the newer vehicles do exceed this limit. As such estimates place about 1% of vehicles in to the 'larger' vehicle category, this would equate to about 300 current permit holders. The surcharge placed on these vehicles could be adjusted, but it is essential that the price is sufficient to act as a deterrent to ownership of such a vehicle.

8. EQUALITY IMPLICATIONS

- 8.1. The proposed changes to the pricing structure and permit types is designed to promote the increased uptake by residents of low emission vehicles. The main tool being employed to do this is an increase in the cost of parking permits, however the increases are steeper for more pollutant vehicles. It is recognised by officers that this pricing structure will mean that those owning older vehicles will be subject to increasing parking permit charges.
- 8.2. There is a risk to those less economical well off, as these people are more likely to own older cars which are less emission friendly. As such the new permit structure and associated prices may have a greater impact on this sector of residents.
- 8.3. A separate EIA form has been completed and attached after the appendix.
- 8.4. Completed by: Edward Stubbing, Transport Planner , Ext. 4651.

9. LEGAL IMPLICATIONS

- 9.1. Regard has been had to the implications of the public sector equality duty contained in Section 149 of the Equality Act 2010.
- 9.2. Section 46A of the Road Traffic Regulation Act 1984 (together with the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1996) provides for variations in charges at designated parking places. Any charges

introduced must not be for revenue raising purposes (as per R –v- L B Camden ex p Cran (1995)).

9.3. Completed by: Lindsey Le Masurier, Solicitor, 020 7361 2118

10. FINANCIAL AND RESOURCES IMPLICATIONS

10.1. Parking policy is based upon traffic management requirements and not on the financial consequences of those policies. However, councils are permitted to plan for the financial consequences of parking policy and the financial implications are set out in the body of the report.

10.2. The recommended option for parking permits is the introduction of a new schedule of charges based on the car's European emission standards rating plus free parking for fully electric vehicles. Based on an estimate of the numbers of cars in the borough at each Euro standard category, this would increase the income from Parking Permits by £75,000 in 2016-17.

10.3. The introduction of a permit surcharge for diesel vehicles will generate additional revenue. The estimated amounts are shown in tables 6a, 6b and 6c, depending on the value of the surcharge.

10.4. This will be taken account of in the council's future financial planning.

10.5. Comments provided by Mark Jones, Director for Finance, x6700.

11. BUSINESS IMPLICATIONS

11.1. This report only proposes a change to the structure and pricing of resident parking permits. There would be no change to business permits. Officers anticipate that these proposed changes are unlikely to have any impact on businesses within the borough. The new permit structure is not anticipated to lead to an overall increase in car ownership, which would likely mean no change to current parking stress levels across the borough.

11.2. Completed by: Edward Stubbing, Transport Planner, ext. 4651

12. RISK MANAGEMENT

13.1 The introduction of the emission based scheme requires users to be banded based on emissions. It has been recognised that asking users to determine their own banding is likely to result in a large number of wrong banding selections. As such the SPUR system will need to be altered to automatically determine the banding. This element of the system is still in production and there is the risk that this is not completed by the deadline meaning the launch would have to be delayed.

13.2 The diesel surcharged is proposed to be introduced first at £20, before rising to £60 over two years. Although this represents an increase compared to existing

no extra charge position, it may be an insufficient surcharge to encourage any change in user behaviour. It is also possible that the proposed four year increase in prices of the sliding scale of permit charges may not be sufficient to induce change. These risks could be reduced if user patterns do not change by increasing the surcharge after the initial phase in.

13.3 Completed by: Edward Stubbing, Transport Planner ext. 4651

13. PROCUREMENT AND IT STRATEGY IMPLICATIONS

14.1 There are no new IT or procurement requirements as a result of the proposals. A recent tender exercise has awarded the contract for the provision of the parking permit database to Xerox. The SPUR solution they offer features the required capacity to change the structure and introduce a surcharge.

14.2 The online verification and banding of applicants is still in development phase, however this is due to be ready before the roll out of the system begins.

14.3 Completed by: Edward Stubbing, Transport Planner, ext. 4651

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.			

LIST OF APPENDICES:

Appendix 1

Current Parking permit structure and charges

Appendix 2

Table with Transport Emission by vehicle type for H&F and Greater London

Appendix 3

Islington’s current permit structure and charges

Appendix 4

DfT vehicle ownership statistics

Separate Finance Appendix

Financial implications of the proposed new permit structure and surcharge

Appendix 1

Parking permit charges

Current parking permit charges

As part of the council's parking policy we review our parking permit charges on an annual basis.

Residential (incl White City off-street parking permits)

- **first permit**
6 months - £71
12 months - £119.
- **second permit**
6 months - £260
12 months - £497
- **green vehicle residents permit** - 12 months £60 (Euro 5 compliant and emitting less than 100g/km of co2)

Business

- **first permit**
6 months - £464
12 months - £791.
- **second permit**
6 months - £735
12 months - £1310 .

Doctor's

- 12 months - £126.

Appendix 2

Hammersmith and Fulham

Mode	CO2	NOx	PM10 Exhaust	PM10 Brake	PM10 Tyre	PM10_Total	PM25 Exhaust	PM25 Brake	PM25 Tyre	PM25_Total
Motorcycle	2701.7	2.5	0.2	0.5	0.1	0.8	0.2	0.2	0.1	0.4
Taxi	4597.6	16.8	0.8	0.8	0.2	1.8	0.7	0.3	0.1	1.2
PetrolCar	35678.5	21.3	0.4	7.6	1.7	9.8	0.4	3.0	1.2	4.6
DieselCar	30426.5	101.4	2.4	7.3	1.6	11.3	2.1	2.9	1.2	6.2
PetrolLgv	492.7	0.7	0.0	0.1	0.0	0.1	0.0	0.0	0.0	0.1
DieselLgv	13067.2	43.7	1.4	3.7	0.8	5.9	1.3	1.5	0.6	3.3
LTBus	10384.0	59.9	0.4	2.0	0.2	2.7	0.4	0.8	0.2	1.3
Coach	3678.5	26.4	0.2	0.5	0.1	0.8	0.2	0.2	0.0	0.4
Rigid	9200.0	52.3	0.4	2.7	0.3	3.4	0.3	1.1	0.2	1.6
Artic	2083.9	8.9	0.1	0.3	0.1	0.5	0.1	0.1	0.1	0.2
Totals	112310.7	333.8	6.3	25.5	5.2	37.0	5.6	10.2	3.6	19.4

Greater London

Mode	CO2	NOx	PM10 Exhaust	PM10 Brake	PM10 Tyre	PM10_Total	PM25 Exhaust	PM25 Brake	PM25 Tyre	PM25_Total
Motorcycle	75041.6	76.3	6.8	12.9	2.6	22.3	5.7	5.1	1.8	12.6
Taxi	224070.8	786.0	40.0	33.5	7.9	81.5	36.0	13.3	5.5	54.8
PetrolCar	2150973.3	1316.6	28.6	458.3	110.0	596.9	23.9	182.4	77.0	283.2
DieselCar	1856128.5	6192.4	144.9	440.3	105.6	690.8	130.1	175.2	73.9	379.3
PetrolLgv	24458.4	41.4	0.2	5.6	1.4	7.1	0.2	2.2	1.0	3.3
DieselLgv	668815.4	2266.4	72.5	180.6	44.0	297.1	65.1	71.9	30.8	167.8

LtBus	441836.2	2464.9	17.1	90.8	9.9	117.8	15.4	36.1	6.9	58.4
Coach	155635.6	1078.9	9.3	22.7	2.5	34.5	8.4	9.0	1.7	19.1
Rigid	583248.2	2955.6	21.2	152.7	20.7	194.7	19.0	60.8	14.5	94.3
Artic	288525.2	869.1	7.1	31.7	11.6	50.5	6.4	12.6	8.1	27.2
Totals	6468733.1	18047.6	347.9	1429.1	316.0	2093.1	310.1	568.7	221.2	1100.1

Appendix 3

Permit pricing based on engine size/ CO2 emissions for Islington Council

Band	Pre-2001 (cc)	Post-2001 (CO2g/km)	12 months	6 months	3 months	1 month
A	Electric	0-100	Free	Free	Free	Free
B	1-900	101-110	£15.50	£7.75	£5.75	£5.75
C	901-1100	111-120	£28	£14	£7	£5.75
D	1101-1200	121-130	£74	£37	£18.50	£6.25
E	1201-1300	131-140	£90	£45	£22.50	£7.50
F	1301-1399	141-150	£97	£48.50	£24.25	£8.25
G	1400-1500	151-165	£121	£60.50	£30.25	£10
H	1501-1650	166-175	£139	£69.50	£34.75	£11.50
I	1651-1850	176-185	£163	£81.50	£40.75	£14
J	1851-2100	186-200	£206	£103	£51.50	£17.50
K	2101-2500	201-225	£240	£120	£60	£20
L	2501-2750	226-255	£336	£168	£84	£28
M	2751 and above	256 and above	£434	£217	£108.50	£36.50

Appendix 4

Department for Transport statistics

[Vehicle Licensing Statistics \(https://www.gov.uk/government/collections/vehicles-statistics\)](https://www.gov.uk/government/collections/vehicles-statistics)

Table VEH0206
Licensed cars by CO2 emission band¹, Great Britain,
annually: 2001 to 2013

Year	1 - 100 g/km	101 - 110 g/km	111 - 120 g/km	121 - 130 g/km	131 - 140 g/km	141 - 150 g/km	151 - 165 g/km	166 - 175 g/km	176- 185 g/km	186- 200 g/km	201 - 225 g/km
Thousands											
2001	0.2	-	14.0	21.4	183.9	297.4	519.4	236.0	188.7	242.5	199.0
2002	0.3	4.4	55.2	50.6	453.5	643.5	1,129.6	502.2	387.7	495.3	414.0
2003	0.4	10.6	118.6	91.5	698.7	1,083.2	1,645.9	734.1	594.4	711.3	623.0
2004	0.4	18.6	186.6	169.2	932.5	1,523.5	2,188.5	950.7	802.5	899.0	811.0
2005	0.4	34.3	242.5	267.9	1,167.3	1,888.3	2,756.8	1,146.0	998.8	1,096.5	981.0
2006	0.4	75.3	301.9	368.9	1,396.9	2,187.8	3,261.2	1,363.2	1,136.1	1,252.8	1,123.0
2007	0.4	128.4	374.7	478.6	1,737.1	2,453.0	3,752.3	1,582.5	1,274.6	1,425.3	1,231.0
2008	3.7	198.3	519.7	582.9	2,100.2	2,710.3	4,143.0	1,757.7	1,385.8	1,559.5	1,291.0
2009	21.5	305.2	780.5	717.6	2,454.2	2,929.5	4,448.8	1,853.0	1,479.1	1,633.5	1,331.0
2010	57.0	439.2	1,091.0	957.8	2,776.1	3,094.7	4,666.4	1,901.5	1,537.8	1,671.9	1,341.0
2011	128.8	631.4	1,386.6	1,229.6	3,062.3	3,229.9	4,781.4	1,930.1	1,556.4	1,671.4	1,321.0
2012	297.6	840.1	1,715.5	1,584.4	3,322.1	3,341.5	4,808.1	1,935.5	1,541.8	1,659.9	1,291.0
2013	612.0	1,101.6	2,115.6	1,924.2	3,533.8	3,413.2	4,774.8	1,920.0	1,507.8	1,617.0	1,241.0
Percentage											
2001	-	-	0.1	0.1	0.7	1.2	2.1	0.9	0.8	1.0	0.8

2002	-	-	0.2	0.2	1.8	2.5	4.4	1.9	1.5	1.9
2003	-	-	0.5	0.3	2.7	4.1	6.3	2.8	2.3	2.7
2004	-	0.1	0.7	0.6	3.5	5.6	8.1	3.5	3.0	3.3
2005	-	0.1	0.9	1.0	4.2	6.9	10.0	4.2	3.6	4.0
2006	-	0.3	1.1	1.3	5.1	7.9	11.8	4.9	4.1	4.5
2007	-	0.5	1.3	1.7	6.2	8.8	13.4	5.7	4.6	5.1
2008	-	0.7	1.8	2.1	7.5	9.6	14.7	6.2	4.9	5.5
2009	0.1	1.1	2.8	2.5	8.7	10.4	15.7	6.6	5.2	5.8
2010	0.2	1.5	3.8	3.4	9.8	10.9	16.4	6.7	5.4	5.9
2011	0.5	2.2	4.9	4.3	10.8	11.3	16.8	6.8	5.5	5.9
2012	1.0	2.9	6.0	5.5	11.6	11.6	16.7	6.7	5.4	5.8
2013	2.1	3.8	7.3	6.6	12.1	11.7	16.4	6.6	5.2	5.5

1. Percentages exclude vehicles with unknown CO2 emissions

LBHF Equality Impact Analysis Tool

Overall Information	Details of Full Equality Impact Analysis
Financial Year and Quarter	Financial year 2015/16, quarter 4
Name and details of policy, strategy, function, project, activity, or programme	<p>Title of EIA: Emission linked parking permit report Short summary: A review of the existing parking permit structure and the recommendation for the implementation of a emission linked permit structure and diesel vehicle surcharge</p> <p>Note: If your proposed strategy will require you to assess impact on staff, please consult your HR Relationship Manager.</p>
Lead Officer	<p>Name: Edward Stubbing Position: Transport Planner Email: edward.stubbing@lbhf.gov.uk Telephone No: 020 8753 4651</p>
Date of completion of final EIA	6 / 11 / 2015

Page 4/9

Section 02	Scoping of Full EIA								
Plan for completion	<p>Timing: launch in April 2016 Resources: Parking Services, Pay & Park, Communications</p>								
Analyse the impact of the policy, strategy, function, project, activity, or programme	<p>Analyse the impact of the policy on the protected characteristics (including where people / groups may appear in more than one protected characteristic). You should use this to determine whether the policy will have a positive, neutral or negative impact on equality, giving due regard to relevance and proportionality.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Protected characteristic</th> <th style="width: 60%;">Analysis</th> <th style="width: 15%;">Impact: Positive, Negative, Neutral</th> </tr> </thead> <tbody> <tr> <td style="height: 40px;"> </td> <td> </td> <td> </td> </tr> </tbody> </table>			Protected characteristic	Analysis	Impact: Positive, Negative, Neutral			
Protected characteristic	Analysis	Impact: Positive, Negative, Neutral							

Age	none	neutral
Disability	none	neutral
Gender reassignment	none	neutral
Marriage and Civil Partnership	none	neutral
Pregnancy and maternity	none	neutral
Race	none	neutral
Religion/belief (including non-belief)	none	neutral
Sex	none	neutral
Sexual Orientation	none	neutral

Human Rights or Children's Rights

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

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

No

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

No

Section 03	Analysis of relevant data Examples of data can range from census data to customer satisfaction surveys. Data should involve specialist data and information and where possible, be disaggregated by different equality strands.
Documents and data reviewed	council records and DfT statistics
New research	If new research is required, please complete this section

Section 04	Consultation
Consultation	Details of consultation findings (if consultation is required. If not, please move to section 06)
Analysis of consultation outcomes	

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

Section 06	Reducing any adverse impacts and recommendations
Outcome of Analysis	no specific actions are recommended as a result of analysis


Section 07	Action Plan
-------------------	--------------------

page 151

Action Plan	Note: You will only need to use this section if you have identified actions as a result of your analysis					
	Issue identified	Action (s) to be taken	When	Lead officer and borough	Expected outcome	Date added to business/service plan

Section 08	Agreement, publication and monitoring
Chief Officers' sign-off	Name: Nick Boyle Position: Chief Transport Officer Email: nick.boyle@lbhf.gov.uk Telephone No: 020 8753 3069
Key Decision Report (if relevant)	Date of report to Cabinet: 11 / 01 / 2016 Key equalities issues have been included: No
Opportunities Manager (where involved)	Name: Position: Date advice / guidance given: Email: Telephone No:

Page 152

<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>5 DECEMBER 2016</p>	
<p>TFL FUNDED ANNUAL INTEGRATED TRANSPORT INVESTMENT PROGRAMME 2017/18</p>	
<p>Report of the Cabinet Member for Environment, Transport and Resident's Services – Councillor Wesley Harcourt</p>	
<p>Open Report</p>	
<p>Classification - For Decision</p>	
<p>Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Director: Mahmood Siddiqi – Director of Transport and Highways</p>	
<p>Report Author: Nicholas Ruxton-Boyle – Chief Transport Planner</p>	<p>Contact Details: Tel: 020 8753 3069 E-mail: nick.boyle@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. This report refines and details the council's integrated transport programme to be delivered in 2017/18, which forms part of the council's 2011 – 2031 Transport Plan (also known as Local Implementation Plan 2 or LIP2) and is funded entirely by Transport for London (TfL). This report seeks the approval of the submission of the programme to TfL and the design, consultation, and implementation of various elements of the programme. It further seeks approval for the delegation of the approval of construction of the capital programme to the Cabinet Member for Environment, Transport and Resident's Services.
- 1.2. The council's integrated transport award for 2017/18 is £1,796,000, for Principal Road maintenance £449,000 and for Local Transport Funding (LTF) £100,000. This funding is specifically provided by TfL for transport projects delivering the council's transport objectives and targets, as detailed in the council's LIP2.
- 1.3. It is expected that the new Mayor of London's draft Transport Strategy will be published in early 2017 and finalised in early 2018. It is further expected that the guidance for council's to draft their own Local Implementation Plan 3 (LIP3) will be issued in early 2018.

Funding category	Capital (£)	Revenue (£)	Total (£)
Integrated transport	1,228,000	541,000	1,796,000
Principal road maintenance	449,000	0	449,000
Local transport fund	50,000	50,000	100,000
Total	1,727,000	591,000	2,318,000

1.4 The 2017/18 integrated transport programme has been developed in line with the administration's transport and environmental priorities in 'The change we need'. In particular point 5 'greening the borough, being fair to drivers and better for cycling'.

1.5 The council continues to review the TfL LoHAC (London Highways Alliance Contract) option however at this time there is no clear evidence that this contract will provide any improved benefits against the council's own framework contract.

2. RECOMMENDATIONS

2.1 That approval be given to carry out feasibility design and consultation on the 20mph extension project and 'new projects' at a total cost of £97,500 (approximately 15% of the total capital project cost, and all charged to the capital project)

2.2 That authority be delegated to the Cabinet Member for Environment, Transport and Residents Services in consultation with the Director of Transport and Highways to approve the implementation of the 20mph extension project and 'new projects' totalling £552,500, subject to a favourable outcome of public engagement and consultation.

2.3 That approval be given to allocate £571,000 to the 'completion projects' programme as set out in paragraph 4.4 and that authority be delegated to the Cabinet Member for Environment, Transport and Residents Services in consultation with the Director of Transport and Highways to approve the implementation of the 'completion projects', subject to favourable outcome of public engagement and consultation.

2.4 That approval be given to allocate £50,000 to enhance the TfL traffic signal modernisation programme in 2017/18 and £75,000 to enhance the council's own carriageway and footway planned maintenance programme in 2017/18.

2.5 That approval is given to deliver the Smarter Travel programme at a cost of £265,000.

2.6 That approval be given to allocate £75,000 to develop the council's 2018/19 annual spending submission and LIP3 (charged to revenue) and to utilise £75,000 to contribute match funding for the Mayor's Air Quality Fund 2 as set out in paragraph 4.7.

2.7 That authority be delegated to the Cabinet Member for Environment, Transport and Residents Services in consultation with the Director of Transport and Highways to approve the implementation of the Local Transport Fund programme of £100,000.

3. REASONS FOR DECISION

3.1. Physical improvements to the public highway and programmes of work designed to reduce congestion, manage traffic and promote road safety fall under the council's statutory duties under a variety of acts including the Traffic Management Act 2004.

3.2. The production, management and maintenance of a Local Implementation Plan (LIP2 and LIP3) is a statutory duty for all London boroughs under the Greater London Authority Act 1999 and failure to do so could ultimately result in TfL undertaking the work and charging the council for doing so.

3.3. Where changes to the highway are proposed, these are to be in line with section 122 of the Road Traffic Regulation Act 1984; securing the expeditious, convenient, and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking facilities.

4. INTEGRATED TRANSPORT PROGRAMME 2017/18

4.1. The 2017/8 integrated transport programme is made up of a number of different project areas. Each project area has a slightly differing focus and as such the recommendation for each area differs. However, all the projects will include underlying themes of greening, de-cluttering and removing redundant street furniture, the provision of additional cycle infrastructure subject to considerations of road safety and pedestrian convenience (particularly for those with mobility impairments), and renewing street materials and assets so that there is a reduced demand on future maintenance funding for the council. There are seven project areas: 20mph project, new projects, completion projects, enhancement projects, smarter travel projects, other transport projects and local transport fund projects.

project area	budget	paragraph
20mph project	£300,000	4.2
New projects	£350,000	4.3
Completion projects	£579,000	4.4
Enhancement projects	£125,000	4.5
Smarter travel projects	£265,000	4.6
Other transport projects	£150,000	4.7
Local transport fund projects	£100,000	4.8
total	£1,896,000	

4.2. 20mph Projects [£300,000]

In 2016 a significant extension of the boroughs 20mph speed limits was implemented as per the attached map at appendix 1. This budget is the third and final year of TfL funding, totalling £1m, and will be utilised to implement further features to the boroughs road network to encourage compliance with the new speed limits.

Designs will be developed and consulted on with residents and residents groups based on their feedback on compliance with the new speed limits based on speed surveys carried out in early 2017 compared to those before the extension to the 20mph speed limits. The results of these speed surveys will be presented to PAC in early 2017.

4.3. **New Projects [£350,000]**

North End Road Study [L1] - £50,000

North End Road continues to exhibit a high level of collisions resulting in personal injury. This funding will be utilised to undertake an independent review of collisions and casualties and the traffic management arrangements along North End Road from Fulham Road to the A4. To include, but not limited to, potential prohibition of certain vehicles from certain times of day along the busy market stretch south of Lillie Road where collision rates are highest.

CMS - £40,000

Engagement with a Central Management System (CMS) company (exact company still tbc) to develop remote gully and Sustainable Urban Drainage (SuDS) measurement sensors to record water volume & flow rates. Working with the CMS company to initially place in strategic locations where devices can be combined with street lighting CMS to provide web hosting information to advise when gullies are subject to high water/silt levels to indicate when potential remedial works are required and when installed SuDS schemes require maintenance intervention, and. Successful trials will potentially lead to future deployment throughout the borough.

Bishops Avenue Design [C3]- £40,000

Development of concept designs (including extensive consultation with relevant stakeholders) to help reduce flooding along this stretch of road by devising a sustainable approach to the management of surface water runoff, whilst investigating the potential to revitalise the ancient Fulham Palace Moat. This project will look at options for installing relevant SuDS techniques along the road to manage surface water and then will compare these costs and benefits against those associated with the conventional drainage options along Bishops Avenue which would otherwise need to be installed. It is anticipated implementation will be funded through a combination of funding sources including the 2018/19 LIP.

The Edible Bus Stop - £50,000

The Edible Bus Stop is a London based award winning collective, comprising of landscape architects, artists, and activists. The core of their ethos, is the belief that a brutal landscape makes for a brutal outlook, and that by taking responsibility for the urban environment, we can improve upon the experience of inner city living. They explore designs that create landmarks, demonstrating that good design is not socially exclusive.

The allocation will be used to create several (2- 3 depending on size and location) bespoke portable growing spaces that provide instant transformation of areas alongside the highway. The portable gardens will help deliver flexible growing spaces as well as durable modern street furniture. The units will be prefabricated to the council's specification and tailored to the chosen location's needs. The proposal is to trial out greening interventions in areas where currently they are not present to gauge the public support for them. They will be sized to fit within existing parking bays and designed to be transportable so that they can be relocated if/when required. If after a predetermined period (9-12 months) a unit is deemed to be successful in a location, then it will help provide good justification for more permanent greening interventions in such areas.

Pocket Parks and Parklets - £100,000

City Hall calls pocket parks "small areas of inviting public space for people to come together; and the contribute to making the city friendlier, greener and more resilient".

Parklets offer a place to stop, to sit, and to rest while taking in the activities of the street and can provide greenery, art or other visual amenity. They differ from pocket parks in that they are usually temporary or semi-permanent structures built in the carriageway where other motorised uses may have previously been prevalent. This allocation will allow the identification, design, consultation and delivery of a small number of both these green solutions in the borough.

Green Street Art - £20,000

Funding to commission local artists to undertake design work for locations like North End Road and using the new street type methodology to increase the place function of a street (rather than its movement function). Boroughs in London have had success in changing behaviour and increasing business simply by using art as part of the street scape. RBKC, Waltham Forest, Newham and Lambeth are some of the boroughs who have done this type of street enhancement.

Stevenson Road Design [C2] - £50,000

Funding to undertake a review of the traffic management arrangements along the Steventon Road corridor. To include community engagement and

feasibility design only with the aim of securing a budget for implementation using 2018/19 LIP funding.

4.4 Completion Projects [£571,000]

Motorcycles in Bus Lanes - £50,000

In 2016/17 an independent review into the borough two motorcycles in bus lanes trials [Fulham Palace Road and Uxbridge Road] was undertaken. This funding will allow the recommendations from that review to be delivered and reported back to the Cabinet Member for implementation. Should no recommendations from this study be agreed upon the funding shall be reallocated across the programme.

Fulham Palace Road [L2] - £50,000

In 2016/17 a review of the multi-million pound Fulham Palace Road corridor programme was undertaken to evaluate the investment made against the projects objectives, which included road safety and network performance. This funding will allow any recommendations from that study to be designed, consulted upon and implemented.

Pedestrian Crossings - £100,000

In 2016/17 an independent review into the safety performance of the boroughs pedestrian crossing was undertaken. This funding will allow for the design, consultation, and implementation of any remedial work on identified crossings to improve their safety performance.

2016/17 Projects - £100,000

Funding to complete and review the 2016/17 LIP2 capital integrated transport programme of reactive and proactive works.

Wards in Focus [N1-3] - £129,000

Funding to support and to 'devolve' to the three identified wards in focus pilots; Avonmore and Brook Green, Fulham Reach and Fulham Broadway.

The intention for this funding is to provide an officer and capital budget for local transport and highway improvements to be developed and implemented to complement the core objectives of the LIP2.

Bloemfontein Road [C1] - £150,000

Funding to implement a range of engineering measures developed in 2016/17 (using TfL funding) focussing on green infrastructure and air quality

improvements along the stretch of road between the new Janet Adegoke Centre and the local shopping area.

The designs have been subject to significant community engagement which have followed on from the award winning Australia Road sustainable drainage project which is in close proximity to this area.

4.5 Enhancement projects (£125,000)

Traffic signal modernisation - £50,000

Delivery of improvements to traffic signals on council managed roads as part of TfL's modernisation programme (as yet unknown for 17/8, however there was one site in 16/17) including installation of pedestrian countdown. Funding to allow identification and delivery of borough selected upgrades to traffic signals (up to three sites per year) and to include installation of pedestrian countdown.

Planned maintenance - £75,000

Funding to review footway and carriageway planned maintenance projects and to allow for improvements to be built into designs and implemented during maintenance works to avoid revisiting streets in subsequent years.

4.6 Smarter Travel projects (£265,000)

Package of annual projects covering road safety education, training and publicity and travel awareness, ranging from cycle training in schools to working with large employers in their borough on their travel plans.

4.7 Other transport projects (£150,000)

Delivery Plan and LIP3 development - £75,000

Top sliced funding to allow for the collection and analysis of a wide range of transport data to inform subsequent integrated transport programme funding submissions. To include engagement with amenity groups, transport lobby groups, the air quality commission and wards in focus panels.

It is expected that the new Mayor's draft Transport Strategy will be published in early 2017 and finalised in early 2018. It is further expected that the guidance for council's to draft their own LIP 3 will be issued in early 2018 and this increased budget from 2016/17 will allow early work on preparing this statutory document.

Mayors Air Quality Funding 2 - £75,000

Second year (of three) match funding for the Mayor's Air Quality Fund 2 to deliver a range of air quality initiatives with partner boroughs and other organisations. Approval for implementation of these projects is sought separately.

4.8 Local Transport Fund projects (£100,000)

Since 2011/12 TfL has provided each council with a Local Transport Fund of £100,000 that can be spent on any local transport projects that broadly meets the high level objectives of the Mayor's Transport Strategy. In 2016/17 the following project work has been approved by the Cabinet Member for implementation;

- school travel plan engineering measures
- cycle parking
- accessibility works
- local traffic management projects

During the year officers collate requests for project work under this fund and this report seeks the delegation of the approval of this programme to the Cabinet Member for Environment, Transport and Resident's Services.

5. OPTIONS AND ANALYSIS OF OPTIONS

- 5.1. LIP2 funding is ring fenced for the sole use of developing, consulting on and delivering revenue and capital projects that in some way work towards the council meeting its own transport objectives and targets and those set out by the Mayor of London in his Mayor's Transport Strategy (MTS2).
- 5.2. The indicative budget assigned to a project is based on a wide range of transport data, opportunities and risks identified through an internal officer working party set up with the sole purpose of allocating the annual grant. This work is funded from the grant itself through a top slice in the previous year. Some of the principles of allocation are set out in the LIP2 (smarter travel funded at 15% for example) and others are influenced by match funding opportunities, third party funding opportunities, emerging transport trends and policies and the council's ability to deliver projects.

6. CONSULTATION

- 6.1 This 2017/18 integrated transport programme is the final year of the council's second three year delivery plan. The first three year delivery plan formed part of the council's Transport Plan (LIP2) which was subject to considerable consultation with a wide range of stakeholders during its development in 2010/11. The delivery plan sets out sources of funding, delivery actions and a high level programme of investment in order to achieve the councils transport objectives and targets.
- 6.2 The recommendations in this report seek the approval of the design and consultation of new projects. Project consultation is carried out by an internal project team and varies depending on the size and type of project. In all cases residents and businesses directly fronting any proposed road improvements are consulted, as are emergency services, transport lobby groups and ward councillors. The results of these consultations are reported back to the relevant Cabinet Member for further approval to implement the project.

- 6.3 The Wards in Focus pilot neighbourhood proposal involves a significant element of community engagement and consultation. During 2017/8 an engagement strategy will be developed, based on discussions with ward members and colleagues across the council developing these panels. This will be lead and advised by the relevant Policy and Accountability Committee.

7. EQUALITY IMPLICATIONS

- 7.1. The groups with the following protected characteristics will benefit from improvements to the council's highway network and urban environment through accessibility improvements such as dropped kerbs, decluttered and widened footways and improved street lighting; Age, Disability, Pregnancy, and Maternity.
- 7.2 All groups will benefit from improved air quality which is one of the core objectives of the LIP and the mayors emerging environmental policies.

8. LEGAL IMPLICATIONS

- 8.1 Where further consultation is to be carried out (as indicated in various parts of the report) either on an informal or statutory basis, it must follow public law principles in that it must be carried out at a formative stage of the decision making process, last for a reasonable period, provide sufficient information for consultees to make an informed representation and all representations must be taken into account before any decision is made.
- 8.2 The council has the power to carry out works of improvement to the highway anticipated in the report under Part V of the Highways Act 1980 although some works will require the council to follow a formal procedure, which may lead to a public inquiry. Any changes made to existing traffic management orders will require the council to follow the statutory process set out in the Road Traffic Regulation Act 1984 and secondary legislation and may lead to a public inquiry. A number of projects identified are exercisable pursuant to the council's incidental powers as highway authority under section 111 of the Local Government Act 1972 and general powers of competence under section1 of the Localism Act 2011.
- 8.3 As road traffic authority, the council must exercise its functions as far as practicable to secure the expeditious, convenient and safe movement of vehicular traffic (including pedestrians) and the provision of suitable and adequate parking facilities.
- 8.4 Implications verified by: Lindsey Le Masurier, Senior Solicitor 020 7361 2118

9. FINANCIAL IMPLICATIONS

- 9.1 At present the costs of each scheme are based on estimates. These are subject to change once the detail of each scheme has been costed. The funding however is limited to the amount approved by TfL. Any variation in costs in excess of the amount approved cannot be assumed to be funded by

TfL unless this is approved in advance. Alternatively, officers may need to manage the workload to ensure that expenditure is contained within the approved provision.

- 9.2 Design, feasibility and consultation costs relating to certain projects set out in section 2 will be funded from the TfL grant and charged to capital and revenue depending on the nature of the project.
- 9.3 TfL LIP funding reduces the council's capital expenditure liability, through maintenance of the highway asset [which is a LIP objective] work and enables less draw down on revenue budgets.
- 9.4 Implications verified by: Gary Hannaway, Head of Finance. 0208 753 6071

10. IMPLICATIONS FOR BUSINESS

- 10.1 Businesses will benefit from the borough meeting its transport objectives and targets, as set out in the LIP2. A safe and efficient transport network will allow both staff and customers to access a wide range of businesses in all areas of the borough
- 10.2 An efficient and effective road network will allow business to deliver goods and services to a number of customers across the borough and within the wider west London sub-region.
- 10.3 Implications completed by: Nicholas Ruxton-Boyle, Chief Transport Planner 020 8753 3069

11. RISK MANAGEMENT

- 11.1 The council and TfL approved transport plan deals with programme level risk management, in particular chapter three, the delivery plan. The table below details the capital programme risk and mitigation measures:

Risk	Mitigation measure [s]
Cost increase/budget reduction	All designs developed to be flexible to allow amendments to reflect budget reductions whilst still maintaining principles of LIP objectives.
Delay to schemes	LIP funding to be allocated in consecutive years to allow more involved projects to run over 18 months rather than the traditional 12 months.
Lack of stakeholder support	Develop designs that meet our LIP objectives that can be justified and presented to stakeholders in a suitable manner.
Policy compatibility	To develop a bespoke policy compliance tool that all potential

	projects will be assessed against.
Lack of resources to deliver	To maintain framework consultants to ensure resources are in place to deliver LIP objectives.

- 11.2 All integrated transport projects are managed through the divisional quality management system which incorporates all elements of project risk management and mitigation required for capital and revenue projects.
- 11.3 Physical improvements to the public highway and programmes of work designed to reduce congestion, manage traffic and promote road safety fall under the councils statutory duties under a variety of acts including the Traffic Management Act 2004, these works and other their associated statutory requirements therefore contribute positively to the management of risk number 8 managing statutory duty on the council's strategic risk register.
- 11.4 Implications verified by: Michael Sloniowski, Head of Risk Management. 0208 753 2587

12. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 12.1 There are no procurement related issues associated with the recommendations as the intention is to use existing works term contractors and highway engineering consultants.
- 12.2 Implications verified by: Alan Parry – Interim Head of Procurement [job share] 020 8753 2581

13. BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	TfL Local Implementation Plan (LIP) 2017/18 annual spending submission guidance - published	Nicholas Ruxton-Boyle	ENV, HTHX

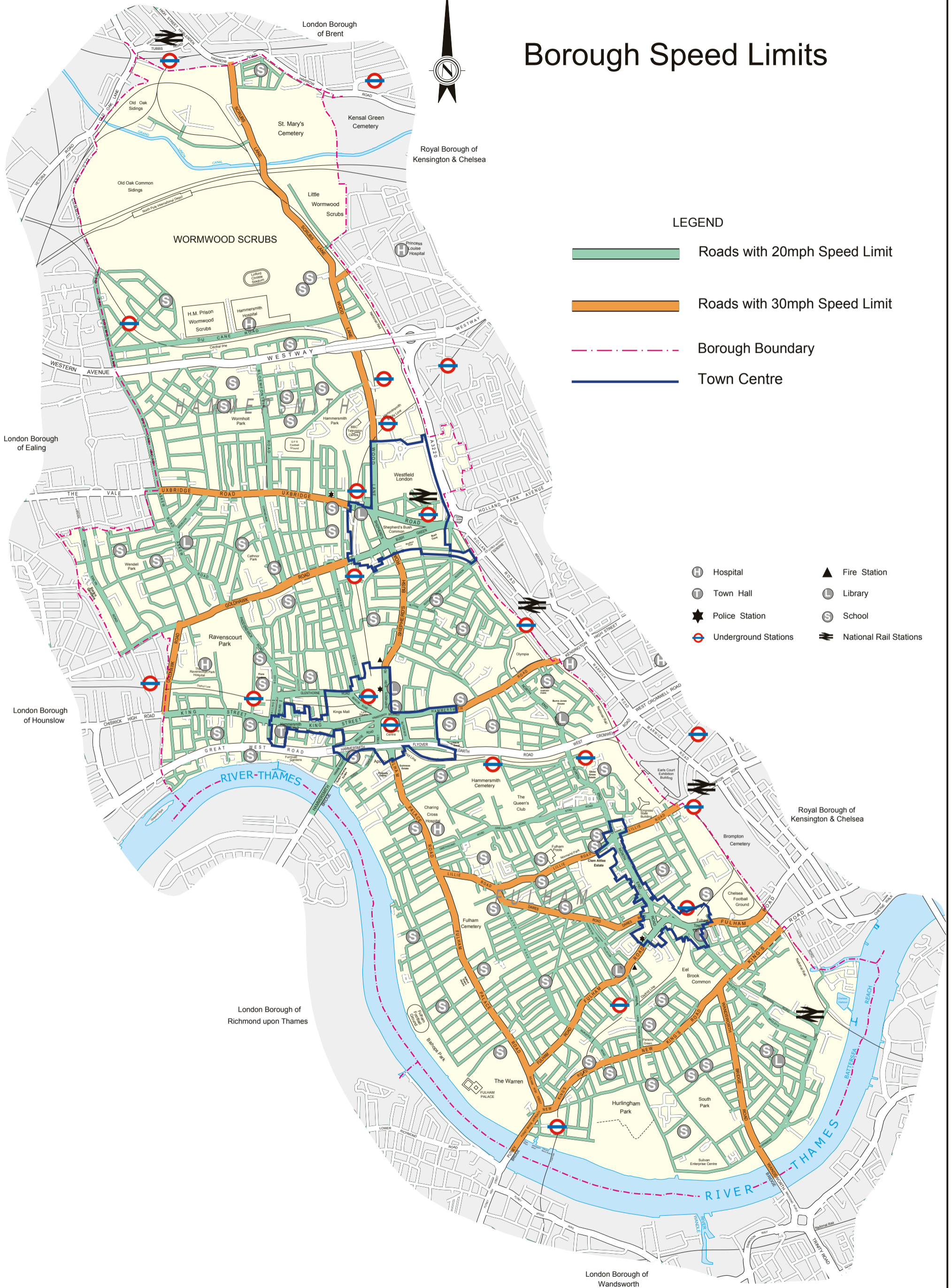
LIST OF APPENDICES:

Appendix 1 – Speed limits in Hammersmith & Fulham

Appendix 2 – 2017/18 TfL funded integrated transport programme plan

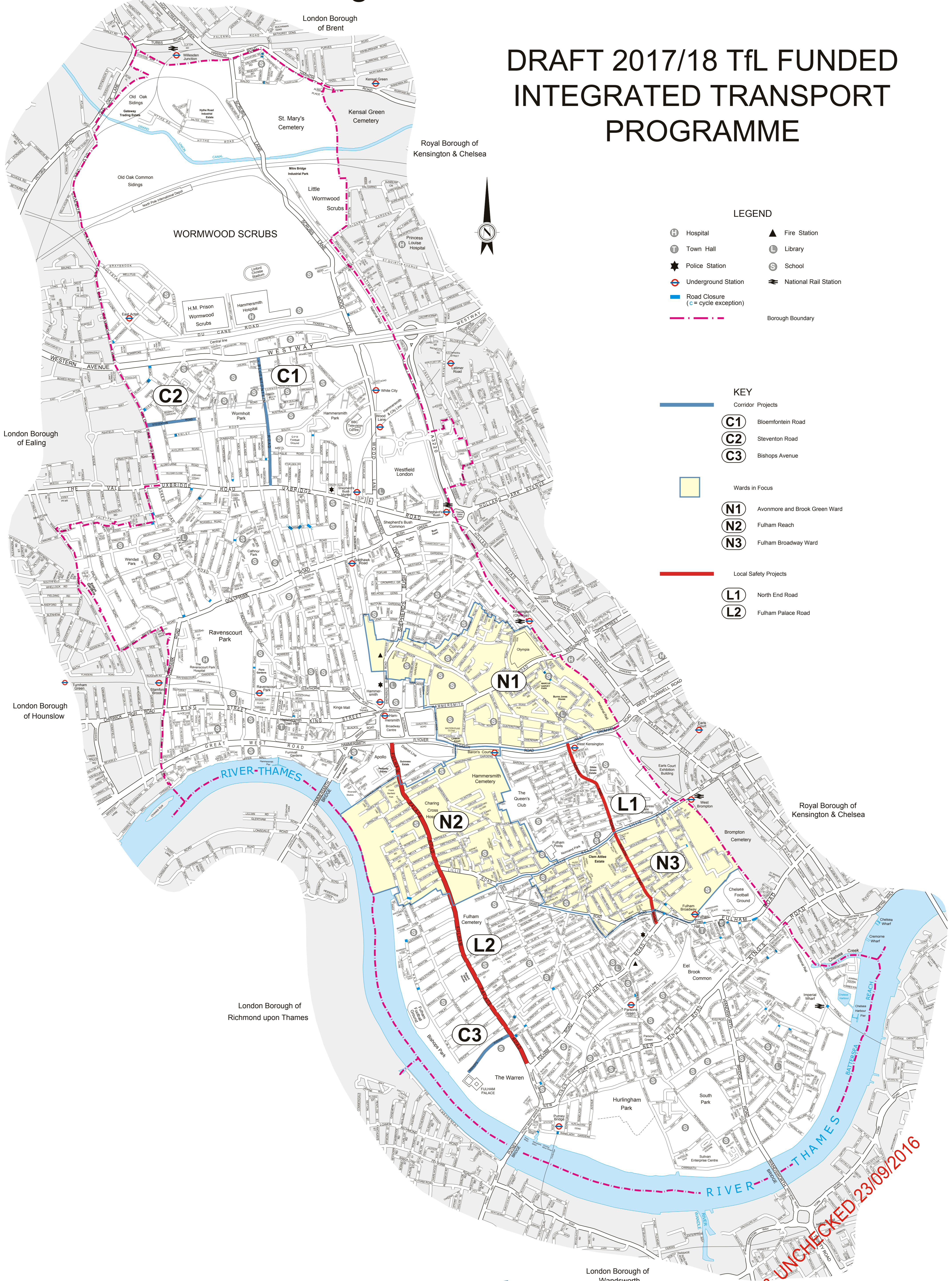
London Borough of Hammersmith & Fulham

Borough Speed Limits



London Borough of Hammersmith & Fulham

DRAFT 2017/18 TfL FUNDED INTEGRATED TRANSPORT PROGRAMME



LEGEND


- Hospital
- Town Hall
- Police Station
- Underground Station
- Road Closure (c = cycle exception)
- Borough Boundary
- Fire Station
- Library
- School
- National Rail Station

KEY

- Corridor Projects
- C1** Bloemfontein Road
- C2** Stevens Road
- C3** Bishops Avenue
- Wards in Focus
- N1** Avonmore and Brook Green Ward
- N2** Fulham Reach
- N3** Fulham Broadway Ward
- Local Safety Projects
- L1** North End Road
- L2** Fulham Palace Road

DRAFT & UNCHECKED 23/09/2016

Agenda Item 13

<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>5 DECEMBER 2016</p>	
<p>ROLL-OUT OF TELEPHONE PARKING AND PROCUREMENT OF REPLACEMENT PAY AND DISPLAY MACHINES</p>	
<p>Report of the Cabinet Member for Environment, Transport and Residents Services: Councillor Wesley Harcourt</p>	
<p>Open Report</p> <p>A separate report on the exempt part of the Cabinet agenda provides exempt financial information.</p>	
<p>Classification - For Decision</p> <p>Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Director: Mahmood Siddiqi - (Director of Transport and Highways)</p>	
<p>Report Author: Mai Kebbay (Head of Parking Finance)</p>	<p>Contact Details: Tel: 020 8753 4262 E-mail: mai.kebbay@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1 On 12 October 2015, the Cabinet approved proposals to commence tenders to introduce telephone parking borough-wide and replace the Borough's pay and display machines, delegating award to the Cabinet Member for Environment, Residents' Services and Community Safety. The tender award in relation to telephone parking was agreed by the Cabinet Member on 4 July 2016 whilst the tender to replace pay and display machines is about to commence. The council's intention is that all machines will be card only and will be supplied with a minimum three-year warranty.
- 1.2 Once telephone parking is rolled out and the pay and display machines replaced, the London Borough of Hammersmith and Fulham (LBHF) will no longer require a cash collection service. Pay and display maintenance requirements will also change markedly as there will be significantly less machines, which will be covered by warranty, and the lack of cash should

result in a reduction in vandalism caused by attempted thefts. In the intervening period, though, the Council needs to maintain the existing cash collection and maintenance services. This means entering into a new one-year contract with RBKC for the cash collection service and extending the Pay and Display maintenance contract with Metric by up to two years.

- 1.3 The existing pay and display maintenance contract is shared with RBKC having been awarded to Metric Group Ltd (MGL) in March 2013. It is a seven-year term arrangement consisting of an initial three-year contract with the option to extend for 24 months on two occasions thereafter. The current annual cost to LBHF is £373,014
- 1.4 This report seeks to extend the existing contract by up to 2 years. Notice will be served (the contract provides for a minimum notice period of six months) so as to synchronise with the installation of the replacement machines.
- 1.5 The contract for the collection, counting and banking of monies from pay and display machines is with RBKC, expired on 31 August 2016. The contract was originally let to RBKC in 2003 for a term of 5 years. On 1 September 2009 it was extended for a period of 5 years with an option for the council to further extend on an annual basis for a maximum of two further years on the same terms and conditions. In 2015, the Council retrospectively renewed the contract with the Royal Borough of Kensington and Chelsea for the provision of collection, counting and banking of monies from 1100 pay and display machines in the sum of £973,059 for 2 years. The current annual cash income being processed by RBKC under this contract is approximately £11million. The current annual cost to LBHF is £484,367.
- 1.6 This report seeks approval to make an award to RBKC for a new contract for up to 12 months to provide the collection, counting and banking of monies from pay and display machines on the existing terms and conditions at a cost of approximately £486,000 to be met from existing budgets.

2 RECOMMENDATIONS

- 2.1 To approve the extension of the contract that LBHF and RBKC have with Metric Group Ltd is extended for up to 24 months commencing 1st September 2016 at an annual cost of £373,014 which will be met from existing budgets.
- 2.2 To waive the competition requirements of the Council's Contracts Standing Orders and make a direct award a contract to the Royal Borough of Kensington and Chelsea for the provision for the collection, counting and banking of monies from pay and display machines on the existing terms and conditions for a period of up to 12 months commencing on 1 September 2016 at a cost of up to £486,000 to be met from existing budgets

3 REASONS FOR DECISION

- 3.1 The Council's Pay-and-Display machines require both routine, preventative maintenance to keep the machines in working order and reactive maintenance to address day-day-today machine faults and breakdowns.
- 3.2 Awarding the 24-month extension to MGL will enable service continuity until telephone parking is fully rolled out and the Councils' pay and display machines are replaced.
- 3.3 Until the Council reaches the cash free environment once telephone parking is fully rolled out and the pay and display machines are replaced, the cash collection service provided by RBKC is required.
- 3.4 The contract with the Royal Borough of Kensington and Chelsea for the provision for the collection, counting and banking of monies from pay and display machines continues to provide best value for money and 99.4% of collections were made and banked within the contract's key performance indicator specified time of 100%.

4 PROPOSAL AND ISSUES

- 4.1 The introduction of the new pay and display parking arrangement has meant that the existing ticket machines and their associated contracts will be replaced. In the interim period the ticket machines need to continue to be maintained and have the cash collected from them.
- 4.2 In order to continue collection revenue, the Council needs the current cash collection arrangement to continue until replacement card only machines are introduced. Due to the short length of time that the cash collection is required to continue for, it has been recommended that a tender is not appropriate.
- 4.3 The tender process for the new ticket machines has begun, however as it is not yet complete the existing machines will need to continue operating until replacements can be obtained. In order for these machines to continue functioning the Council needs to continue the existing maintenance arrangements until the replacement machines are introduced. The maintenance of the existing machines can only practically be undertaken by the existing operator, which requires the extension of the existing contract.

5 OPTIONS AND ANALYSIS OF OPTIONS

- 5.1 Consideration has been given to tendering for the maintenance and cash collection services. However, due to the length of time involved in requiring these services it is unlikely that a tender process would be completed and agreed before the requirement for the services ends. Therefore, the only viable option is to continue with the existing arrangements for cash collection and maintenance of the Council's pay and display machines until the new machines are installed.

6 CONSULTATION

A consultation has been conducted with :-

- Legal Service
- Procurement Services
- TTS Departmental Finance
- Shared Parking Senior Management Team

7 EQUALITY IMPLICATIONS

7.1 There are no equality implications as a result of the recommendations in this report.

8 LEGAL IMPLICATIONS

8.1. The Cabinet has power under CSO 20.3 (c) to extend the contract for maintenance of pay and display machines with Metric Group Limited.

8.2. The Cabinet has power under CSO 17.3.2 to approve an award of contract for Pay and Display machines to RBKC.

8.3. Further legal comments are contained in the exempt part of the report.

8.4. *Implications verified/completed by: Margaret O'Connor, Solicitor, Legal Services-0207 641 2782.*

9. FINANCIAL IMPLICATIONS

9.1. The proposals to extend the pay display maintenance and cash collection contracts are under the current terms. There are therefore no changes in the cost of the contracts to the council.

9.2. The costs of these contracts are expected to reduce as the current machines are replaced by new card only machines. This will mean there is no longer a cost of cash collection (an annual reduction of £486,000), and the cost of maintenance is estimated to reduce by £201,000 per year.

9.3. This reduction in cost is expected to be offset by additional costs relating to phone payment and card processing fees, and the reduction in income that can be expected from fewer penalty charge notices (PCNs) being issued. It is not yet known what the impact will be on PCN issue numbers, so the net financial impact of the machine replacement and move to phone payment is uncertain.

9.4. The costs of each of the contracted services during the extended period will be funded from existing revenue budgets.

9.5. *Implications verified/completed by: Gary Hannaway, Head of Finance, TTS Telephone 020 8753 6071.*

10. IMPLICATIONS FOR BUSINESS

10.1. There are no implications for businesses resulting from the recommendations in this report.

11. IT IMPLICATION

11.1. There are no ICT implications as a result of the recommendations in this report.

12. PROCUREMENT IMPLICATION

12.1. There are 2 aspects to this report. The first one relates to an extension with Metric Group Ltd for the maintenance of parking pay and display equipment. This extension is the first of two permitted within the contract.

12.2. The second relates to waiving the competition requirements of contract standing orders and making a direct award of a contract to the Royal Borough of Kensington and Chelsea for the collection of money from parking machines, counting and the banking of the same. Whilst direct awards are usually discouraged, this one is for 1 year until a telephone only payment system is introduced borough-wide.

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


13. BACKGROUND PAPERS USED IN PREPARING THIS REPORT.

13.1. None

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

LIST OF APPENDICES:

None

<p style="text-align: center;">London Borough of Hammersmith & Fulham</p> <p style="text-align: center;">CABINET</p> <p style="text-align: center;">5 DECEMBER 2016</p>	
<p>RIVERSIDE STUDIOS AND QUEENS WHARF, QUEEN CAROLINE STREET & CRISP ROAD – SECTION 278 HIGHWAY WORKS</p>	
<p>Report of the Cabinet Member for Environment, Transport and Residents Services: Councillor Wesley Harcourt</p>	
<p>Open Report</p>	
<p>Classification - For Decision Key Decision: YES</p>	
<p>Wards Affected: Hammersmith Broadway</p>	
<p>Accountable Director: Mahmood Siddiqi - Director for Transport and Highways</p>	
<p>Report Author: Michael Masella – Project Engineer</p>	<p>Contact Details: Tel: 020 8753 3082 E-mail: michael.masella@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. This report seeks cabinet approval to implement the section 278 highway works for the Riverside Studios and Queens Wharf, Queen Caroline Street and Crisp Road Development, and approval to spend the estimated cost of the highway works.
- 1.2. A new section of the Thames Path will be constructed and adopted by the Council as part of a section 38 agreement (Highways Act 1980).
- 1.3. In 2014, planning permission was granted for a new development which comprises a mixture of commercial and residential use, including a new riverwalk along the river Thames side (reference 2013/03799/FUL). The Heads of Terms set out in the S106/S278 agreement included highway improvements on the three sides of the development i.e. Queen Caroline Street, Crisp Road and the pedestrian alleyway between Riverside Studios and Chancellor's Wharf.

2. RECOMMENDATIONS

- 2.1. That approval be given to the implementation and cost of the section 278 highway works for the Riverside Studios and Queens Wharf, Queen Caroline Street and Crisp Road Development.

3. REASONS FOR DECISION

- 3.1. The value of the section 278 highways works have been estimated at £183,500.

4. PROPOSAL AND ISSUES

- 4.1. The highway works consists of the following highway improvements:
- Footway repaving the three sides of the new development with artificial stone paving including new street furniture.
 - A new street lighting scheme on Crisp Road and the pedestrian alleyway between Riverside Studios and Chancellor's Wharf, including a small section of Queen Caroline Street near the Thames Path.
 - Two new crossovers for the drop-off area outside the Riverside Studios entrance.
 - Some minor traffic order and line marking amendments will be necessary to accommodate the new Riverside Studio entrance.
- 4.2. During the construction phase temporary additional signage will be erected around the new development to direct pedestrians to and from the existing Thames Path, whilst the new section of the Thames Path is being constructed.
- 4.3. The section 278 highway works will take approximately 8 weeks to complete.

5. CONSULTATION

- 5.1. A consultation has been conducted as part of the planning application process and permission has been granted for the development. Any amendments to Traffic Orders will follow the procedural requirements set out in The Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1996.

6. EQUALITY IMPLICATIONS

- 6.1. The Council has had regard to its' public sector equality duty contained in section 149 of the Equality Act 2010. Hammersmith and Fulham Action on Disability (HFAD) will be consulted on the proposed highway works.

7. LEGAL IMPLICATIONS

- 7.1. The Council has already entered into a combined Section 106 (Town and Country Planning Act 1990)/Section 278 (Highways Act 1980) agreement.
- 7.2. Implications verified/completed by: (Lindsey Le Masurier, Senior Solicitor, 020 7361 2118)

8. FINANCIAL IMPLICATIONS

- 8.1. The Council has received funding of £183,500 from the developer so there are no financial implications. At present the costs are based on an estimate. The funding, however, is limited to the amount received. Any variation in costs in excess of the deposit cannot be assumed to be funded. Officers may need to manage the workload to ensure that expenditure is contained within the funding received.
- 8.2. Implications verified/completed by: (Gary Hannaway, Head of Finance, telephone: 0208 753 6071).


9. IMPLICATIONS FOR BUSINESS

- 9.1. The proposed highway improvements include footway and carriageway repaving, new street lighting will be carried out by the council's term contractor FM Conway Ltd. Local businesses will have been consulted via the planning process and they will be notified by letter when the works will commence on site.
- 9.2. Implications verified/completed by: Antonia Hollingsworth, Principal Business Investment Officer - Tel: 020 8753 1698

10. BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
	Riverside Studios and Queens Wharf - Section 278 Agreement - published.	Michael Masella ext:3082	Transport and Highways

Agenda Item 15

<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>5 DECEMBER 2016</p>	
SEAGRAVE ROAD, RICKETT STREET AND LILLIE ROAD – SECTION 278 HIGHWAY WORKS	
Report of the Cabinet Member for Environment, Transport and Residents Services - Councillor Wesley Harcourt	
Open Report	
Classification - For Decision Key Decision: YES	
Wards Affected: Fulham Broadway and North End	
Accountable Director: Mahmood Siddiqi - Director for Transport and Highways	
Report Author: Michael Masella – Project Engineer	Contact Details: Tel: 020 8753 3082 E-mail: michael.masella@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. This report seeks cabinet approval to implement the section 278 highway works for Seagrave Road, Rickett Street and Lillie Road and approval to spend the estimated cost of the works.
- 1.2. In 2013, planning permission was granted for a residential led development on the former car and lorry park to Earl's Court on the eastern side of Seagrave Road (reference 2013/01213/VAR). The Heads of Terms set out in the S106/S278 agreement included highway improvements in Seagrave Road, Rickett Street and Lillie Road.
- 1.3. The Section 278 highway works will be implemented in three phases:
 - Phase 1 - Rickett Street and part of Seagrave Road between Rickett Street and Hildyard Road.
 - Phases 2 - Seagrave Road between Hildyard Road and Halford Road.
 - Phase 3 - Seagrave Road between Rickett Street and Lillie Road, including part of Lillie Road between Seagrave Road junction and the borough boundary with RBKC.

2. RECOMMENDATIONS

- 2.1. That approval be given to the implementation and cost of the section 278 highway works for Seagrave Road, Rickett Street and Lillie Road.

3. REASONS FOR DECISION

- 3.1. The total value of the Section 278 highway works has been estimated at £1,637,000.

4. PROPOSAL AND ISSUES

- 4.1. The section 278 works represent a significant improvement to the street environment, which include:
- Footway and carriageway resurfacing for Seagrave Road, Rickett Street and part of Lillie Road near West Brompton Station.
 - A new energy saving street lighting scheme.
 - Introduction of sustainable urban drainage to slow down rainfall entering the sewers in Rickett Street and Seagrave Road
 - Extending the width of footway on the eastern side of Seagrave Road between Rickett Street and the Ambulance Station.
 - Planting new trees
 - Replacing two mini roundabouts with two new raised tables at the junction of Merrington Street and Hildyard Road, and a new raised table at the junction of Halford Road.
 - There will be a small reduction in the number of on street parking spaces on the eastern side of Seagrave Road due footway widening, SUDS features, new tree pits and new entrance/exits into the new development.

5. CONSULTATION

- 5.1. In respect of the highway works, an outline designed has been carried out by the developer which will be consulted upon by the Council with statutory bodies, local residents, AOD and other stakeholders including the Fulham Ambulance Station and the London Oratory School. Results of this consultation will be reported back in due course.

6. EQUALITY IMPLICATIONS

- 6.1. The Council has had regard to its public sector equality duty contained in Section 149 of the Equality Act 2010. Hammersmith and Fulham Action on Disability (HFAD) will be consulted on the proposed highway works.

7. LEGAL IMPLICATIONS

- 7.1. Any changes to on street parking places will be carried out in accordance with the Road Traffic Regulation Act 1984 and The Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996. The combined Section 106 (Town and Country Planning Act 1990)/Section 278 (Highways

Act 1980) agreement will enable the Council to carry out the works on behalf of the developer. This section should include the legal power relevant to the proposal must be set out together with any future possible legal implications.

- 7.2. Implications verified/completed by: (Lindsey Le Masurier, Senior Solicitor, 020 7361 2118)

8. FINANCIAL IMPLICATIONS

- 8.1. The section 278 agreement between the Council and the developer, Capco, has not yet been signed. No construction works will be committed on this project until the section 278 agreement has been signed between both parties.

- 8.2. The legal agreement with Capco will ensure that all costs are paid for by the developer as per section 278 of the Highways Act 1980.

- 8.3. The estimated cost of the section 278 highway works is £1,637,000, which includes a 10% contingency sum.

- 8.4. The section 278 works will be implemented in three phases:

- **Part A** - estimated highway works cost = £510,000 plus 10% contingency amount. In addition 50% of the Seagrave Road pavement works = £94,500 plus 10% contingency amount.
- **Part B** - estimated highway works cost = £510,000 plus 10% contingency amount. In addition 50% of the Seagrave Road pavement works = £94,500 plus 10% contingency amount.
- **Part C** - estimated highway works cost = £279,000 plus 10% contingency amount.
- Total = £1,488,000 + plus 10% contingency amount = £1,637,000

- 8.5. Implications verified/completed by: Gary Hannaway, Head of Finance, telephone: 0208 753 6071

9. IMPLICATIONS FOR BUSINESS


- 9.1. The proposed highway improvements include footway and carriageway repaving, new street lighting will be carried out by the council's term contractor FM Conway Ltd. Local businesses will have been consulted via the planning process and they will be notified by letter when the works will commence on site. A public consultation will be carried for local residents and businesses because the existing highway is being significantly changed, particularly on the eastern side of Seagrave Road, where the footway is being widened. Their comments and views on the proposals will be reported back before implementation.

9.2. Implications verified/completed by: Antonia Hollingsworth, Principal Business Investment Officer - Tel: 020 8753 1698

10. BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
	Seagrave Road / Lillie Square - Section 278 Agreement published	Michael Masella ext:3082	Transport and Highways

Agenda Item 16

<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>5th DECEMBER 2016</p>	 <p>h&f hammersmith & fulham</p>
IMPROVING PRIVATE RENTING	
Report of the Cabinet Member for Housing - Councillor Lisa Homan	
Open Report	
Classification - For Decision	
Key Decision: Yes	
Other services consulted: Housing Services	
Wards Affected: All	
Accountable Director: Nicholas Austin, Director for Environmental Health	
Report Author: Richard Buckley, Head of Environmental Health (Residential)	Contact Details: Tel: 020 8753 3971 E-mail: Richard.buckley@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. Our housing strategy, 'delivering the change we need', sets out our aim to improve the private rented sector including introducing new initiatives that will:
- allow us to work with landlords to ensure homes are safe and well managed through a set of minimum standard conditions.
 - shift the reliance away from using resident complaints to identify problems.

- promote a professional approach to housing management amongst private landlords
 - allow us to take action against landlords who provide a poor standard of accommodation or whose tenants cause persistent levels of anti-social behaviour
 - provide tenants with consistent information about unacceptable standards of accommodation
 - provide safe homes for tenants to live in.
 - drive rogue landlords out of this sector
 - reduce the levels of anti-social behaviour in Hammersmith & Fulham
 - improve the local environment, storage, and collection of waste
 - provide a strategic approach to managing this sector
- 1.2. This report sets out how we deliver these aims, following the findings of a 12-week consultation on five proposals, to improve private renting.
- 1.3. We sought views from landlords, residents, tenants, charities, third sector organisations and neighbouring boroughs. The detailed results show that more respondents support than oppose the introduction of measures to improve the sector and believe that they will have a positive impact on them. A wealth of data reveals the interests, issues and concerns of local people and provides useful feedback to help shape our future approach.
- 1.4. The report recommends that we proceed with the introduction of additional and selective licensing, the introduction of new standards for Houses in Multiple Occupation (HMOs) and a landlord's rental charter. The report sets out the implementation steps and associated timetable.

2. RECOMMENDATIONS

- 2.1. That the proposals and the timetable, be approved.
- 2.2. That the procurement of an on-line IT licensing system, be approved.
- 2.3. That the expenditure of £210,000 to set up licensing including project management, procurement of IT and recruitment as part of an invest to save bid, be approved.
- 2.4. That delegated authority be given to officers in consultation with the Cabinet Member for Housing to implement Option 1 and future procurement.

3. REASONS FOR DECISION

- 3.1. To improve the private rented sector and to ensure safe homes for our residents and landlords as set out our housing strategy.

4. PROPOSAL AND ISSUES

Public consultation, improving the private rented sector

- 4.1. In November 2015, Cabinet agreed to consult the public on five proposals to improve private renting: introduction of additional and selective licensing, the introduction of new standards for Houses in Multiple Occupation (HMOs), a landlord's charter and the formation of a social lettings agency.
- 4.2. The consultation, undertaken by an independent research company, commenced 7 July 2016 closing 12 weeks later, 30 September.
- 4.3. We promoted the consultation via an on-line survey, hand delivered 18,000 leaflets to targeted addresses, wrote to known letting agents and landlords and promoted it in neighbouring boroughs. We advertised the consultation in the local press and regularly tweeted information and responses to questions.
- 4.4. We placed an article on the London Property Licensing website. The page viewed 6,443 times by interested persons. They also sent a local newsletter to over 500 subscribers.
- 4.5. Researchers, door step interviewed a random sample of 1,040 borough households, representative by ward, age, gender, and ethnicity and an additional 800 HMO tenants.
- 4.6. In addition, a researcher interviewed relevant stakeholder organisations including neighbouring authorities, third sector organisations and charities, landlord groups, and providers of alternative schemes.
- 4.7. Appendix 1 provides a breakdown of respondents by ward, age, gender and ethnicity.

Summary of key findings

- 4.8. The attached report sets out the detailed findings produced by MEL Research LTD on our behalf.
- 4.9. We sought views from stakeholders, tenants, residents, and landlords and neighbouring boroughs about their overall support for the proposals and the possible impact on them whether positive or negative. We also asked for views on their experiences of anti-social behaviour, housing conditions, renting and proposed licensing fees.

Support for and impact of proposals

- 4.10. Table 1 shows that respondents regardless of the method of consultation are more supportive of the proposals introduction than opposed.

Table 1 summarises the level of support and opposition to each option.

Proposal Option	Residents Consultation		HMO Consultation		Online Consultation	
	% in support	% in opposition	% in support	% in opposition	% in support	% in opposition
Introduce additional licensing scheme to HMOs	70	20	65	29	65	30
Introduce selective licensing in designated streets	53	34	58	36	68	28
Introduce a H&F Landlords'	54	29	65	23	68	26

rental charter						
Revise minimum HMO standards	70	18	81	14	75	21
Introduce a social lettings agency	62	21	71	16	67	22

4.11. Table 2 shows that individuals believe the proposals will impact on them positively.

Table 2 summarises the likely impact on individuals either positively or negatively.

Proposal Option	Residents Consultation		HMO Consultation		Online Consultation	
	% positive impact	% negative impact	% positive impact	% negative impact	% positive impact	% negative impact
Introduce additional licensing scheme to HMOs	57	14	42	25	39	25
Introduce selective licensing in designated streets	40	27	37	32	44	20
Introduce a H&F Landlords rental charter	37	17	29	14	40	11
Revise minimum HMO standards	58	11	64	12	51	16
Introduce a social lettings agency	49	16	44	12	39	9

General stakeholder feedback

4.12. Stakeholder feedback on the options fall into two camps. Landlord representatives oppose the proposals while third sector organisations, charities and neighbouring boroughs believe the proposals are positive, simpler, consistent and fairer.

4.13. A sample of key stakeholder feedback and our responses:

- *‘Expressed the importance of enforcing the proposals, carrying out inspections within a short period of licensing and providing appropriate resourcing’.* We agree. We will recruit additional officers to manage, oversee and enforce licensing.
- *‘Highlighted that there are already a range of powers in the council’s armoury to tackle criminal landlords’.* Licensing is also a power and an effective tool on the required scale. We will continue to tackle criminal landlords using every tool but at the same time take steps to improve private renting for all.
- *‘Alerted us that expanding licensing may increase homelessness ‘as the ‘worst’ landlords throw tenants out’.* Particularly, raising concern about refugees and migrants less familiar with their rights. Homelessness is a concern; it is not a reason to fail to tackle the worst landlords. We will support, advise, and deliver a coordinated approach to addressing homelessness.

- *'The scheme will lead to a further displacement of problem tenants in the Hammersmith area'*. We consulted widely including neighbouring boroughs. There is no evidence of displacement of tenants from one area to another. Licensing creates a level playing field for landlords, requiring all landlords to manage their properties effectively.
- *'How will the Council prevent malicious anti-social behaviour claims being made that could potentially result in tenants losing their tenancies?'* We are unable to prevent claims. We will however, advise and support tenants and landlords on how to comply with the law.
- *'Raised a question about the legality of raising the minimum standards'*. We can, under the Housing Act 2004, include conditions on a licence that we deem appropriate. The standards will only be enforceable on licensed HMOs. If we adopt additional licensing, then these standards would apply across all HMOs in Hammersmith & Fulham.
- *'Raised the government consultation on extending the definition of mandatory HMOs and suggested we wait for the outcome'*. The government originally consulted before Christmas 2015. In October 2016 a second phase consultation on definitions commenced. The proposals would capture all HMOs with five or more people from two or more households regardless of the number of floors and flats above or below businesses. It would, however, not address HMOs where there are less than five people and still leave residents in such homes at risk. We will license HMOs falling under the expanded mandatory definition accordingly.
- *'Felt that local authorities should consider a waste strategy for the collection of excess waste at the end of tenancies'*. The responsibility for managing waste from rented properties sits with the landlord. Licensing conditions and HMO standards will clearly set this out. We will provide advice on measures for landlords and tenants to manage their waste.
- *'Question the data sources evidencing anti-social behaviour'*. We maintain large statistical data sets on noise, fly-tipping and other anti-social behaviour by address. For example, we receive on average more than 6,000 noise complaints per annum. We analysed all the data at borough, ward and street level. The results showed a direct correlation between the private rented sector with anti-social behaviour in many streets that mainly have a commercial/residential mix. These findings are in the consultation document.
- *'Landlords have very limited authority to deal with matters related to anti-social behaviour (ASB)'*. Licensing places conditions on the landlord that can address key aspects of anti-social behaviour, such as waste.
- *'Voluntary landlord rental charter only attracts those that do comply and that there are already alternative schemes in place of which take up is low'*. We wish to encourage landlords to proactively comply and believe that advertising certification will attract tenants and therefore be in the landlords' interests.

Licensing fees

- 4.14. Fees are never popular and there are concerns that these will be a burden on landlords and that the costs will pass to the tenants. Broad feedback, however, is that the costs are reasonable over the five-year period of the licence.
- 4.15. There is no evidence from stakeholders that it drives up rents and landlords can incorporate the licence fee as a legitimate tax deductible cost.

Views and experiences of anti-social behaviour

- 4.16. Respondents' views on their experience of a range of anti-social issues highlighted small scale rubbish dumping, not putting rubbish out on the right day and not storing rubbish correctly as the most common problems.
- 4.17. Noise, untidy properties, pest, and vermin also featured as anti-social concerns.
- 4.18. Respondents generally felt safe in their homes and the local vicinity, day or night, which is both positive and encouraging.
- 4.19. Views differed on personal experience of seeing or being, directly affected by anti-social behaviour. This marries up with the council's own analysis that the bulk of such behaviour occurs in identified locations rather than borough wide.
- 4.20. Views varied on the effectiveness of the council in dealing with anti-social behaviour and there is room for improvement.
- 4.21. Positively a large proportion of respondents said that that landlords and agents act responsibly with properties maintained to a good standard. Again this marries up with our finding and why we aim to focus on target measures.
- 4.22. We asked landlords, tenants and residents: 'how can we fix the issue of rubbish'? Feedback put the emphasis on landlords informing tenants of the rules for rubbish collection, providing more bins and undertaking regular inspections of their properties.

Tenant experiences

- 4.23. Over 80% of tenants said the overall quality of their home is satisfactory, which reflects the norm in London. Satisfaction with the management varied between 83% to 55%. Those living in HMOs were most satisfied.
- 4.24. Views on cleanliness of communal areas were less favourable with only 42% of tenants satisfied.
- 4.25. For respondents to the HMO consultation the top three issues were damp and mould, rubbish and litter and disrepair.

Landlord experiences

- 4.26. We asked landlords if they were members of a recognised landlord association; 22 out of 57 who answered said they were.
- 4.27. Over 70% of landlords said they did not encounter problems of anti-social behaviour in their properties. The remainder said they either experienced problems in their properties or neighbouring properties affecting their tenants.
- 4.28. Landlords most common problem is the supply of property to rent followed closely by the poor perception of private landlords. Landlords also cited rent

arrears, problems with rubbish and tenants keeping the property in good condition as other problems they experience.

Social lettings agency

- 4.29. Renting through an agency is highest for HMO tenants at over 80%, with the majority searching for a room as opposed to a flat or house. There was general support from tenants for the agency but less so from landlords.
- 4.30. Stakeholders' had mixed views, quoting examples of good and not so good existing social agencies. Many felt the competition with other letting agents would be healthy in terms of fees and assisting those on welfare benefits to potentially gain access to a greater number of properties.
- 4.31. Stakeholders stated that resourcing is fundamental to ensuring sufficient landlords are signed up before going live, which in turn will encourage other landlords.
- 4.32. Cabinet approved the establishment of a social letting agency on 7 November 2016.

Keeping things as they are

- 4.33. We asked respondents for their views on keeping things as they are. The results demonstrate that there is less support for this stance.
- 4.34. Results differ by type of respondent, with around 60% of landlords preferring to keep things as they are. A higher proportion of residents hold the opposite view.
- 4.35. In terms of impact, around a fifth felt that keeping things the same would have a positive impact, whereas 18% to 42% felt that keeping things the same would have a negative impact.

5. OPTIONS AND ANALYSIS OF OPTIONS

Option 1 – introduce improvement measures

- 5.1. The survey results, table 1, demonstrate support for the introduction of the new proposals and that the impact of the measures will be positive.
- 5.2. Detailed results are in the accompanying report from MEL Research Ltd.
- 5.3. We propose that we commence with the introduction of proposals as follows:

Introduce revised HMO standards

- 5.4. To ensure that licensed HMOs are safe and not overcrowded, we will introduce new standards for management, safety, facilities and living space.
- 5.5. From January 2017 onwards anyone applying to license an HMO will need to meet the new standards. The new standards will be available on our website with a copy sent to all applicants.

Introduce landlords' rental charter

- 5.6. We want all landlords to sign up to the charter and commit to best practice in management, housing standards, charges, protecting tenants' deposits and

security of tenancies. We expect this will attract tenants will to H&F charter landlords because they will know they can have more confidence in them.

- 5.7. From April 2017 onwards, we will invite landlords to sign up to the new charter.

Introduce additional licensing

- 5.8. We will introduce additional licensing, designating the whole borough subject to additional licensing for any non-mandatory “house in multiple occupation” (HMO). This will require landlords who let a property occupied by at least three people, who do not make up a single household, who share one or more basic amenities such as kitchen, bathroom or toilet to get a licence.
- 5.9. We will publicly post a legal designation notice within seven days, a legal requirement, of designation. Designation will not come into force until at least three months after Cabinet approve this proposal and no sooner than 3 April 2017.
- 5.10. We will charge a flat fee of £540 per licence that in most cases will last up to 5 years. There is a reduction of £50 per property for landlords who have signed up to the landlords’ rental charter or a reduction of £75 if the landlord is a member of a recognised landlord body.
- 5.11. We will procure an on-line system and recruit sufficient staff to enable the effective delivering, management and monitoring of licensing. We will engage a project manager to deliver the scheme. Costs will be funded on an invest-to-save basis.
- 5.12. Landlords will be encouraged to apply. We will hold workshops and promote advice for landlords and tenants. After six months those who have not applied but require a licence may be subject to enforcement.

Introduce selective licensing

- 5.13. We will introduce selective licensing, designating all rental properties in streets, listed in appendix 2, subject to selective licensing. This will require landlords letting a property on those streets to single families, couples and individuals to get a licence.
- 5.14. We will publicly post a legal designation notice within 14 days, a legal requirement, of designation. Designation will not come into force until at least three months after Cabinet approve this proposal and no sooner than 3 April 2017.
- 5.15. We will charge a flat fee of £540 per licence that in most cases will last up to 5 years. There is a reduction of £50 per property for landlords who have signed up to the Landlords’ rental charter or a reduction of £75 if the landlord is a member of a recognised landlord body.
- 5.16. We will procure an on-line system and recruit sufficient staff to enable the effective delivering, management and monitoring of licensing. We will engage a project manager to deliver the scheme. Costs will be funded on an invest-to-save basis.

- 5.17. Landlords will be encouraged to apply. We will hold workshops and promote advice for landlords and tenants. After six months those who have not applied but require a licence may be subject to enforcement.

Option 2 – do nothing

- 5.18. Over a third of residents now live in the private rented sector with the trend indicating that this is likely to increase. The increased demand and competition from tenants to find accommodation that is in short supply means that there is little market driven incentive for poor landlords to maintain minimum safe housing standards. Nationally, one in three private rented properties are 'non-decent', according to official measures. But this can obscure the harsh reality of what non-decency means: one in six privately rented homes (16 per cent) is physically unsafe according to a recent Citizen's Advice report.
- 5.19. Doing nothing means that we may fail to protect the largest and growing group of residents in Hammersmith & Fulham.

6. CONSULTATION

- 6.1. Consultation undertaken as set out in 4.1 to 4.7 in compliance with the law.

7. EQUALITY IMPLICATIONS

- 7.1. Appendices 7 of the attached MEL Research Limited report provides detailed analysis of those questioned. An analysis finds no negative impacts resulting from the proposals.

8. LEGAL IMPLICATIONS

- 8.1. The Housing Act 2004 permits local housing authorities to designate part or the whole of its district as an area subject to additional and or selective licensing. Additional licensing applies to Houses in Multiple Occupation ("HMOs") which are not subject to mandatory licensing. Selective licensing applies to privately rented houses which are not HMOs (those which are let as separate, or single dwellings).
- 8.2. The Council cannot make an additional licensing scheme unless a significant proportion of HMOs of the description within the scheme are being managed sufficiently ineffectively so that they are causing, or have the potential to cause, particular concerns for the occupiers of the HMOs or members of the public (including anti-social behaviour). A significant proportion does not mean the majority of HMOs but means more than a small minority.
- 8.3. Selective licensing designation may be made if:
- (i) The area is or is likely to become an area of low demand for housing, and the designation is likely to lead to improvements in the economic and social conditions of the area;
 - (ii) The area suffers from a significant and persistent problem caused by anti-social behaviour, attributable to occupiers of privately rented properties where some or all of the private sector landlords are failing to take action to combat the problem, and the designation is likely to lead to the reduction or elimination of the problems;

- (iii) The area contains a high proportion of properties in the private rented sector and these properties are occupied under assured tenancies or licences to occupy;
 - (iv) One or more additional conditions are satisfied (which relate to poor property conditions, large amounts of inward migration or high levels of deprivation or crime).
- 8.4 Where the selective licensing scheme covers more than 20% of the Council's geographical area or will affect more than 20% of privately rented homes in its area the Council will have to seek confirmation from the Secretary of State. Otherwise, the Council can approve additional and selective licensing schemes itself provided it consults all persons likely to be affected by the schemes.
- 8.5 Before making the decision to designate part or whole of its area for selective licensing the Council must consider whether there are alternative means of addressing the issues such as a voluntary accreditation scheme for landlords. The Council must ensure that both its proposed additional and selective licensing schemes fit with its housing strategy and policies on homelessness and empty dwellings.
- 8.6 Before any designation for additional or selective licensing can be made the Council must:
- (i) take reasonable steps to consult persons who are likely to be affected by the designation; and
 - (ii) consider any representations made in accordance with the consultation and not withdrawn.

According to the guidance from the Department for Communities and Local Government ("DCLG") the consultation should include local residents i.e. tenants, landlords, and managing agents, other members of the community who live or operate businesses or services in the proposed designated area, and local residents and businesses in the surrounding area who will be affected. The minimum consultation period is 10 weeks.

- 8.7 The Council could be challenged in the way it conducts its consultation and in the event of an inadequate consultation the High Court can quash a designation.
- 8.8 As soon as the additional and selective licensing designation is made the Council must publish a notice within the designated area within seven days of the designation being made. The Licensing and Management of Houses in Multiple Occupation and Other Houses (Miscellaneous Provisions) (England) Regulations 2006 SI 2006/1715 prescribes the information to be included in the notice. Within two weeks of the designation being made the Council must send a copy of the notice to any person who responded to the consultation, any organisation which represents the interests of landlords and tenants and any organisation which provides advice on landlord and tenant matters.
- 8.9 Within 7 days after the date on which the designation is made the Council must:

- (i) place the notice on the public notice board at one or more municipal buildings within the designated area;
- (ii) publish the notice on the Council's internet site; and
- (iii) arrange for its publication in at least two local newspapers circulating in or around the designated area in the next edition of those newspapers and five times in the edition of those newspapers following the edition in which it is first published.

8.10 *Implications verified/completed by: Tazafar Asghar, Barrister, 0207 641 2694.*

9. FINANCIAL IMPLICATIONS

- 9.1. The recommended implementation of improvement measures includes the introduction of additional and selective licensing in the borough. These schemes must be cost neutral.
- 9.2. The proposed fee is £540 for each 5-year licence. The fee is set with a view to recovering the full cost of administering and enforcing the licences.
- 9.3. An invest-to-save bid of £210,000 is required to set up the new online payments system and for initial communications and legal costs. This will also allow for the higher initial running costs, due to most licence applications being received at the start of the scheme.
- 9.4. The running costs include the cost of additional staff and services and the cost of existing staffing and overheads in the Private Housing team, see appendix 3. These existing resources will be diverted to deliver the new licensing. As the fee income is required to cover the total cost of the service, these diverted costs will no longer be a charge to the general fund.
- 9.5. Implications verified/completed by: (Gary Hannaway, Head of finance, 6071)

10. IMPLICATIONS FOR BUSINESS

- 10.1. The introduction of new measures will have a financial implication for landlords. The average cost for a licence is £2.08 per week over a five-year period. The fees are tax deductible as part of the business running costs for landlords.
- 10.2. The introduction of licensing creates a level playing field for all by setting a consistent, transparent set of minimum standard for landlords.
- 10.3. We will provide support, advice, and workshops to landlords to help with any difficulties or concerns.

11. OTHER IMPLICATIONS

Procurement

- 11.1. The report seeks authority to procure a suitable ICT system. This will be managed in accordance with Part 4 of the Public Contracts Regulations 2015 (as amended) and the Council's Contracts Standing Orders. Support will be provided by the Corporate Procurement Team.

- 11.2. *Implications verified by: Andra Ulianov, Corporate Procurement and Contracts Officer, telephone 020 8753 2284*

IT strategy

- 11.3. To introduce property licensing management, H&F's Environmental Health team proposed Licensing System requirements must have a back office system capable for officers to administrate these applications, to process, store, allocate and destroy (according to statutory retention requirements) up to 30,000 property licensing applications.
- 11.4. The cloud based software platform system procured needs to integrate with Environmental Health' database: IDOX Uniform (Property Management System) and allow payment via established online payments systems in the council.
- 11.5. The system procured needs to be fully referenceable from a technical perspective to ensure quick and effective adoption.
- 11.6. The system supplier's environment is confirmed as they would be acting as agent for the council in carrying out H&F's responsibilities to Barclaycard in this respect. This confirmation could be achieved either:
- 11.6.1. By the supplier providing a due diligence statement - e.g. from a PCI-DSS QSA (Payment Card Industry Data Security Standard Qualified Security Assessor); or
- 11.6.2. By a written statement that the supplier has implemented the mandatory parts of the SAQ A and SAQ A-EP (SAQ: Self Assessment Questionnaire). (For info see definitions below for SAQ A and SAQ A-EP).

Please note: the SAQ A-EP has been developed to address requirements applicable to e-commerce merchants with a website(s) that does not itself receive cardholder data but which does affect the security of the payment transaction and/or the integrity of the page that accepts the consumer's cardholder data.

SAQ A-EP merchants are e-commerce merchants who partially outsource their e-commerce payment channel to PCI DSS validated third parties and do not electronically store, process, or transmit any cardholder data on their systems or premises.

- 11.7. The hosted solution calls for a VPN to be established between the supplier's environment and the council's network. H&F would need validation that there was a mature security regime in the supplier's environment before agreeing to establish a VPN. Acceptable validation would be:
- 11.7.1. ISO27001 formal compliance for the environment (supplier to provide the certificate number). If ISO27001 is not available the supplier to be asked what other independent evidence (e.g. from a third party auditor) they can provide.
- 11.7.2. The supplier to confirm what ports are used and traffic flows go via the VPN.

- 11.8. Environmental Health Services will need to complete a PIA (Privacy Impact Assessment) and an ISA (Information Sharing Agreement), both of which are mandatory with approved templates which ICT can supply.
- 11.9. A further risk is a history of connectors being unreliable. All three suppliers' packages can function on a standalone basis but requiring additional manual input.
- 11.10. Implications *verified by: Ciara Shimidzu, Head of Information, Strategy and Projects, ICT Services, tel: 020 8753 3895.*

Risk management

- 11.11. Delivering safe homes and improvements to standards of accommodation are positive risk measures. The recommendations contribute to the management of customer/resident needs and expectations risk. Although there are many decent landlords and lettings agents who operate to high professional standards, there are also those who are either unaware of or disregard their responsibilities.
- 11.12. *Implications verified by: Michael Sloniowski, Risk Manager telephone 020 8753 2587*

LIST OF APPENDICES:

Cabinet Report

Appendix 1 - *Breakdown of respondents by ward, age, gender and ethnicity*

Appendix 2 - Streets subject to selective licensing

Appendix 3 – *Additional and Selective Licensing Financial Projections*

Attachments:

- **MEL Research Ltd – full Report** – Consultation on improving private rented housing in Hammersmith and Fulham
- **Appendix 1** – Consultation document
- **Appendix 2** – Consultation flyer
- **Appendix 3** – Coverage of consultation
- **Appendix 4** – Neighbouring boroughs consultation
- **Appendix 5** – RLA Response to consultation
- **Appendix 6** – NLA response to consultation
- **Appendix 7a, b, c** – Protected characteristics profiles
- **Equality Impact Assessment**

Appendix 1 – Breakdown of respondents by ward, age, gender and ethnicity

	Total	Age							Gender		Ethnicity					
Ward		18-24	25-34	35-44	45-54	55-64	65 and over	Prefer not to say	Male	Female	White	White Others	Mixed	Asian	Black	Any Other
	1104	129	257	201	170	152	188	7	546	558	585	207	31	101	122	40
Addison	69	10	12	9	11	9	18	0	33	36	27	14	3	10	8	4
Askew	87	9	15	19	15	16	13	0	41	46	45	17	3	4	13	4
Avonmore and Brook Green	77	10	22	5	15	13	12	0	44	33	36	22	6	7	3	2
College Park and Old Oak	55	5	20	11	6	4	8	1	29	26	18	4	1	15	11	5
Fulham Broadway	71	4	13	13	15	11	14	1	30	41	35	9	1	7	17	1
Fulham Reach	72	6	16	16	8	9	13	4	31	41	36	9	1	8	9	3
Glammersmith Broadway	78	7	22	12	15	8	14	0	42	36	41	15	4	4	9	5
Munster	63	9	17	13	6	8	10	0	32	31	39	17	1	4	2	0
North End	77	9	14	14	14	8	17	1	35	42	37	11	2	8	13	5
Palace Riverside	43	6	4	8	9	3	13	0	22	21	29	6	0	3	2	1
Parsons Green and Walham	65	8	9	13	8	15	12	0	34	31	47	9	2	3	2	2
Ravenscourt Park	59	8	16	12	6	7	10	0	24	35	30	10	1	4	9	3
Sands End	79	12	15	22	18	8	4	0	38	41	44	21	0	5	8	1
Shepherd's Bush Green	73	13	26	13	10	8	3	0	43	30	31	20	1	11	8	2
Town	64	7	20	12	9	9	7	0	31	33	32	18	4	5	5	0
Wormholt and White City	72	6	16	9	5	16	20	0	37	35	58	5	1	3	3	2

Appendix 2 – streets subject to selective licensing

Adie Road	Bulwer Street Byam Street	Glenthorne Road	Leysfield Road	Rigault Road	Trevanion Road	Milson Road
Aldensley Road		Goldhawk Mews	Lilac Street	Rockley Road	Tyrawley Road	Molesford Road
Armada Road	Cactus Walk	Goldhawk Road	Lime Grove	Rosebury Road	Upper Mall	Moore Park Road
Askew Crescent	Cambria Street	Goodwin Road	Loris Road	Ryecroft Street	Uxbridge Road	New King' s Road
Askew Road	Cambridge Grove	Gorleston Street	Lower Mall	Scrubs Lane	Dalling Road	Norbroke Street
Aspenlea Road	Cassidy Road	Grimston Road	Luxemburg Gardens	Shepherd' s Bush Place	Dawes Road	Normand Road
Astrop Mews	Cathnor Road	Gwyn Close	Macbeth Street	Shepherd' s Bush Road	Devonport Road	North End Crescent
Astrop Terrace	Caverswall Street	Harwood Terrace	Macfarlane Road		Down Place	North End Road
Augustine Road	Caxton Road	Hawksmoor Street	Mandela Close		Dunraven Road	Old Oak Road
Barb Mews	Chancellors Road	Hazlitt Mews	Palliser Road	Sherbrooke Road	Eddiscombe Road	Ollgar Close
Basuto Road	Charlow Close	Hilary Close	Parsons Green	Shortlands	Effie Place	Ormiston Grove
Batoum Gardens	Clancarty Road	Hofland Road	Parsons Green Lane	Snowbury Road	Effie Road	Overstone Road
Batson Street	Colehill Lane	Hopgood Street	Peterborough Mews	South Black Lion Lane	Elysium Place	Vereker Road
Beaconsfield Terrace Road	Commonwealth Avenue	Imperial Road	Poplar Mews	Southcombe Street	Epirus Mews	Wallflower Street
Beavor Lane	Coningham Mews	Jerdan Place	Porten Road	Southerton Road	Erconwald Street	Waterford Road
Bentworth Road	Coulter Road	Kenmont Gardens	Primula Street	Spring Vale Terrace	Fane Street	Watermeadow Lane
Beryl Road	Crabtree Lane	Kilmarsh Road	Purcell Crescent	St John' s Close	Farm Lane	
Bishop' s Avenue	Daffodil Street	King Street	Ravenscourt Avenue	Stanwick Road	Felden Street	Wells Road
Bloemfontein Road	Foxglove Street	King' s Road	Ravenscourt Park	Station Approach	Fielding Road	Wood Lane
Bloemfontein Way	Frithville Gardens	Lalor Street	Ravenscourt Place	Sterne Street	Filmer Road	Woodlawn Road
Bothwell Street	Fulham Broadway	Lamington Street	Raynham Road	Studland Street	Firth Gardens	Woodstock Grove
Bramble Gardens	Fulham High Street	Lanfrey Place	Redmore Road	Sullivan Road	Maurice Street	Yew Tree Road
Britannia Road	Fulham Park Road	Langford Road	Reporton Road	Talgarth Road	Meldon Close	
Broomhouse Lane	Fulham Road	Larnach Road	Rickett Street	Tamarisk Square	Melina Road	
Bryony Road	Galloway Road	Leamore Street		Telephone Place	Melrose Terrace	
	Glenroy Street	Lettice Street		Terrick Street	Micklethwaite Road	

Appendix 3 - Additional and Selective Licensing Financial Projections

	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Total	
Set up costs								
IT project costs	(140,000)	(10,000)					(150,000)	
Communications and advertising		(30,000)					(30,000)	
Legal Costs		(20,000)					(20,000)	
Contact Centre Costs		(10,000)					(10,000)	
Total Investment	(140,000)	(70,000)	0	0	0	0	(210,000)	
Ongoing Costs								
Communications and advertising		(10,000)	(10,000)	(10,000)	(10,000)	(5,000)	(45,000)	
IT project costs		(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)	
Legal and operational costs		(20,000)	(28,000)	(50,000)	(51,000)	(51,000)	(200,000)	
Contact Centre costs		(10,000)	(10,000)	(5,000)	(2,000)	(3,000)	(30,000)	
Staffing costs		(891,999)	(760,510)	(624,397)	(624,397)	(624,397)	(3,525,700)	
Total Ongoing Cost		(941,999)	(818,510)	(699,397)	(697,397)	(693,397)	(3,850,700)	
Income								Number of Licences
Additional Licences		329,600	329,600	329,600	329,600	329,600	1,648,000	3,200 over 5 years
Additional Licences			35,475	35,475	35,475	35,475	141,900	330 over 5 years
Additional Licences				26,875	26,875	26,875	80,625	250 over 5 years
Additional Licences					19,350	19,350	38,700	180 over 5 years
Additional Licences						16,125	16,125	150 over 5 years
Selective Licences		329,600	329,600	329,600	329,600	329,600	1,648,000	3,200 over 5 years
Selective Licences			35,475	35,475	35,475	35,475	141,900	330 over 5 years
Selective Licences				26,875	26,875	26,875	80,625	250 over 5 years
Selective Licences					19,350	19,350	38,700	180 over 5 years
Selective Licences						16,125	16,125	150 over 5 years
Total Income		659,200	730,150	783,900	822,600	854,850	3,850,700	
Net Cost of Service	0	(282,799)	(88,360)	84,503	125,203	161,453	0	

Improving the Private Rented Sector

Contents

1. Introduction	2
2. Our business case	3
3. How do the plans support the Council's wider objectives?	4
4. Summary of the proposals	5
5. What are the benefits to landlords and tenants?	6
6. Proposal Options and Fees	7
7. How have the licensing fees been calculated	9
8. The structure of the proposed licensing scheme	10
9. Public consultation	11
10 Analysis of results and decision making	12
Appendix 1:	13
Appendix 2:	14
Appendix 3:	15
Appendix 4:	16
Appendix 5:	19
Appendix 6:	40

1. Introduction

The private rented sector in LBHF has grown rapidly in the last 10 years and now accounts for approximately 27,500 properties, a third of the borough's housing. It is likely that this trend is to continue leading to the private rented sector becoming the dominant housing provider.

A notable proportion of private rented sector accommodation is provided by Houses in Multiple Occupation (HMO). The current legal definition of an HMO in the Housing Act 2004 is a property rented out by at least three people who are not from a single 'household' but share facilities like the bathroom and kitchen.

The increased demand and competition from tenants to find accommodation that is in short supply means that there is little market driven incentive for poor landlords to maintain minimum safe housing standards. It is reported that one in three private rented properties are 'non-decent' according to official measures. But this can obscure the harsh reality of what non-decency means: one in six privately rented homes (16 per cent) is considered physically unsafe according to a recent Citizen's advice report.

A Citizens Advice Report (A Nation of Renters, How England moved from secure family homes towards rundown rentals) reports that whilst nationally, in 2004 the most common household type renting were young single persons, in 2014 it was couples with children. This changing demographic is of key concern to the Council, which is committed to reducing the effects of child poverty.

We want to improve living standards for our residents in the private rented sector. We're considering options to improve the standard and safety of private rented housing and address anti-social behaviour in what historically has been a difficult area to intervene in effectively. We want to develop ways to improve standards in this sector that are good for tenants and good for landlords. This is in line with our housing strategy and corporate priorities.

In summary, we are committed to improving the private rented sector and believe that introducing new initiatives would:

- allow us to work with landlords to ensure homes are safe and well managed through a set of minimum standard conditions.
- shift the reliance away from using resident complaints to identify problems.
- promote a professional approach to management amongst private landlords
- allow us to take action against landlords who provide a poor standard of accommodation or whose tenants cause persistent levels of anti-social behaviour
- provide tenants with consistent information about unacceptable standards of accommodation
- provide safe homes for tenants to live in.
- drive rogue landlords out of this sector
- reduce the levels of anti-social behaviour in the borough
- improve the local environment and improve storage and collection of waste
- provide a strategic approach to managing this sector

On 2 November 2015 Cabinet agreed to consult Borough-wide and cross-boundary on five proposals:

- the introduction of additional licensing that would bring a greater number of HMOs into the licensing regime
- the introduction of selective licensing that would bring some other privately rented properties into the licensing regime
- the introduction of an H&F private landlords rental charter that lays out minimum standards for landlords
- the revision of minimum standards we apply to Houses in Multiple Occupation
- The formation of a social lettings agency to proactively raise housing standards and protect residents.

2. Our business case

A significant proportion of the complaints we receive from residents relate to poor heating, damp, mould and deficient fire safety measures owing to poor management by landlords. We are considering options that would protect families, children and individuals living in accommodation with shared facilities and raise overall standards.

We encourage the improvement of the private rented sector through enforcement, mandatory licensing of large HMOs and the promotion of landlord accreditation. Despite continuing work, in the year 2014/2015 the private housing team received 903 requests from residents about defects within their rented accommodation; a 46% increase on the previous year.

The majority of defects were remedied as a result of our intervention. Formal enforcement action was required in 87 properties where Category 1 Hazards (the most serious: e.g. fire, electrical and gas safety) were identified, 43 of which were due to excess cold (inadequate insulation and heating).

We are duty bound to take enforcement action where a Category 1 hazard exists; the enforcement of Category 2 hazards is discretionary and policy based.

Poor management of HMOs in Hammersmith & Fulham is mapped out in Appendix 1

A review of the data from our property and street-based complaints systems confirm that there is a correlation between the private rented sector and anti-social behaviour at street level, at specific locations across the borough.

The review has resulted in a model, which shows that 172 streets in the borough make up fewer than 20% of the private rented sector, and almost 19% of total households. These areas account for just under 37% of the borough's anti-social behaviour and police call outs.

Anti-social behaviour of concern includes noise nuisance, issues with rubbish collection and storage, small scale rubbish dumping; and also includes police call outs to incidents.

The same group of streets account for just under 33% of all crime in the borough; 38% of all environmental nuisance; 37% of all small scale rubbish dumping; 30% of litter / detritus complaints and 27% of all incidents where a fire engine was dispatched. Residents in these areas tend to have a greater fear of being a victim of crime, but are significantly more likely to be concerned about being mugged or robbed, having things stolen from their cars, and being physically attacked by strangers.

The anti-social behaviour incidents per household in Hammersmith & Fulham is mapped out in Appendix 2

3. How do the plans support the Council's wider objectives?

We want a fairer deal for our residents and landlords in the private rented sector. To improve the standard and safety of private rented housing the Council's Housing Strategy: 'Delivering the change we need', introduced in May 2015 set out the following key actions:

- Housing Strategy Action 15: The council will:
- Take steps to improve the Private Rented Sector by taking enforcement action against unsatisfactory landlords and those who are deliberately and illegally letting unfit homes
- Take enforcement action where letting agents or property managers have not signed up to a redress scheme
- Continue to promote landlord accreditation
- Investigate the advantages and disadvantages of licensing schemes within the Borough
- Consider means to prevent homes being kept empty for longer than six months
- Promote the right to longer term tenancies in the private sector for those that want them and for rent increases to be kept at reasonable levels
- Formulate an 'H&F Private Landlords' Charter which will include reference to conditions and standards in the private rented sector.
- Promote improved energy efficiency in the Private Rented Sector and take steps to help those at risk from excess cold.

The Economic Regeneration, Housing and the Arts Policy and Accountability Committee formally resolved to support the proposals for improving private rented housing in the borough and asked the Cabinet to bring forward detailed plans for their implementation.

4. Summary of the proposals

The introduction of a number of initiatives, including licensing schemes, would help us to work with landlords to ensure homes are safe and well managed through a set of minimum standard conditions. The Housing Act 2004 contains provisions for the introduction of a scheme of additional or selective licensing of private landlords in a local housing authority's area. These alongside a number of other options are being considered as part of this consultation.

Additional licensing can be introduced where poor landlord management is demonstrated. An additional licensing scheme for houses in multiple occupation (HMOs) would require landlords who let a HMO property (which currently falls outside of the mandatory licensing scheme), that is occupied by three or more non-related occupiers that share some basic facilities (such as a kitchen), to have a licence.

Selective licensing can be introduced where anti-social behaviour is identified as a 'significant' and 'persistent' problem. A selective licensing scheme would require landlords who let residential accommodation that falls outside of additional HMO definition to have a licence.

Revised HMO minimum standards could be introduced, which would be used to determine whether a licensed property is reasonably suitable for occupation by a certain number of persons. By amending our local standards we could ensure that accommodation is maintained above minimal national standards that do not adequately reflect HMOs that are typically found in the borough. New local standards will provide information for landlords on what is required of them. This will include the management, safety, facilities, refuse storage and collection and living space for the occupiers.

A 'H&F landlord's rental charter' could be introduced which landlords can sign up to, that commits landlords to best practice on rents, housing standards, charges, tenants' deposit protection and security of tenure.

A social letting agency, run by the council, to better represent and advise its residents, could be introduced.

Do nothing: This means that the council would not implement any of the above proposed options to improve the private rented sector in Hammersmith & Fulham

5. What are the benefits to landlords and tenants?

Alongside improving standards of private rented sector properties and reducing anti-social behaviour, we see this as an opportunity for landlords to sustain and grow their businesses by creating a level playing field where irresponsible landlords who flout their legal responsibilities are required to comply or leave the sector.

Good landlords will gain from the improved local environment from improving management standards to tackle anti-social behaviour. By knowing who is responsible in the first instance for dealing with problems associated with the premises, will improve the quality of life for local residents and the local area.

Licensing allows a strategic approach to raising the standard in a larger number of properties without the need for enforcement, except in those cases where landlords do not comply or do not license their properties. For landlords, it will create a level playing field and allow peace of mind through knowing that their property meets minimum safe standards.

For small scale landlords (The National Landlords' Association 2014 research shows that 70% of landlords are 'part time' and do not make their main income through being a landlord), some of whom are 'accidental' landlords, it will ensure that they are aware of their responsibilities and property standards.

The scheme will provide an overview of the private rented sector stock, and contact details for landlords. As well as being able to better plan sector policy, it will enable us to support landlords in ensuring their properties are good quality homes. For example landlords will have better access to private sector housing advice and council tenants in need of homes.

Many types of council across the country including at least 14 in London have adopted such schemes, with a number of others currently in the process of consulting, as an effective approach in driving up standards, which benefits everyone. In London these include Newham, Camden, Brent, Ealing, Harrow and Islington amongst others.

6. Proposal Options and Fees

This section sets out the six proposals. It is designed to help you tell us what you think.

1: Introduction of additional licensing across the borough

A significant proportion of residents' complaints relate to poor heating, damp, mould and deficient fire safety measures owing to poor management by landlords. It is proposed to consult on the introduction of additional licensing across the whole borough in order to protect families, children and individuals living in accommodation with shared facilities and raise overall standards.

Currently, an HMO is only required to be licensed with the Local Authority if it is three or more storeys in height and is occupied by five or more tenants, or which at least two households share one or more basic amenities such as kitchen, bathroom or toilet.

The Department for Communities and Local Government recently consulted on extending the definition of mandatory licensing to which the council responded. Any resulting change will be reflected in the current mandatory regime.

An additional licensing scheme for HMOs would require landlords who let a HMO property that meets criteria to be determined by the council, which falls outside of the mandatory licensing scheme, to have a licence.

We propose to introduce additional licensing for HMOs across the entire borough, which would require landlords who let a HMO property to licence the property. The criteria would be any HMO which is occupied by at least three people who do not make up a single household, who share one or more basic amenities such as kitchen, bathroom or toilet.

Licensed HMOs must be inspected within the period of the licence, which will be for five years; licenses may be issued for shorter periods (e.g. two years) where poor management and conditions are identified.

Fees

The proposed associated fee for additional licensing consists of a base fee of £450 and an additional £30 per habitable unit.

A suggested £50 discount is available to landlords who have signed up to the H&F Landlord's Charter or other relevant landlord association body.

The full fee, if calculated over the normal licensing period of five years (assuming a HMO with three units at £540) equates to £2.08 per week. A set fee, £283, for landlords requesting extra assistance with the application is also payable if required.

2: Introduction of selective licensing (in designated areas)

Selective licensing relates to private rented sector properties that are let to single families, couples and individuals. This proposal relates to those private rented sector properties that are not covered by the mandatory licensing scheme or the proposed additional licensing scheme.

We propose introducing a scheme to designated areas with evidence of high levels of anti-social behaviour. The majority of this accommodation is in streets with a mixed commercial/residential make up i.e. predominantly along major roads and nearby streets.

The list of 172 proposed streets where selective licensing will be introduced, based on reported levels of anti-social behaviour, is set out in Appendix 3

Fees

The proposed associated fee for selective licensing consists of a base fee of £450 and an additional £30 per habitable unit.

A suggested £50 discount is available to landlords who have signed up to the H&F Landlord's Charter or other relevant landlord association body.

The full fee, if calculated over the normal licensing period of five years (assuming a HMO with three units at £540) equates to £2.08 per week. A set fee, £283, for landlords requesting extra assistance with the application is also payable if required.

3: Introduction H&F landlord's rental charter

We propose introducing a 'H&F Landlords Rental Charter' that commits landlords to best practice on rents, housing standards, charges, tenants' deposit protection and security of tenure.

Landlords will be able to display a copy of their signed charter to demonstrate to tenants that they uphold to the principles of good management. Landlords renting a property, which requires a licence will benefit from a suggested discount of £50 per licensed property.

The proposal aims to be self-certified and we will not verify that landlords are upholding the principles set out in the charter. However, landlords who have signed the charter but do not uphold to the principles will have their chartered status removed if an inspecting council officer has cause to, subject to review. The terms of the charter are set out in Appendix 4.

Fees

There will be no charge for signing up to the charter.

4: Revision of H&F local HMO standards

We propose revising the local HMO standards we use to decide whether a property is reasonably suitable for occupation by a certain number of persons.

By amending our local standards we could ensure that licensed accommodation is maintained above minimal national standards that do not adequately reflect the built form, size, layout and type of HMO that is typically found in the borough.

New local standards will provide information for landlords on what is required of them to comply with the law. This will include the management, safety, facilities, waste storage and collection and living space for the occupiers.

The main proposed changes to the HMO standards are:

- More detailed and comprehensive advice to landlords on HMO definition, licensing and the main housing hazards such as fire and cold homes.
- Updating the guidance to include recent legal requirements such as electrical safety and smoke detection/carbon monoxide requirements
- Simplifying the advice provided and layout
- Guidance in applying risk-assessment to housing hazards
- Greater flexibility in achieving safe and healthy HMOs rather than relying on fixed standards
- Updated guidance on refuse storage
- A copy of the draft standard is available in Appendix 5

5: Formation of a social lettings agency

We've started a project to look at the feasibility of establishing a social lettings agency in the borough and to produce a recommended model. The idea is to help residents on low or modest incomes to overcome the barrier to accessing homes in the private rented sector and to help landlords in this part of the market find suitable tenants. It is expected that the proposed model to be advantageous to both tenant and landlord.

Through the agency, we could aim to let properties or rooms in the private rented sector through provision of tenant sourcing and letting services at competitive fees and rates that are currently proving to be a barrier to many people.

The agency could also be useful to our mainstream operations by providing access to other sources of accommodation in the private rented sector for the purposes of homelessness prevention and to those requiring temporary accommodation. The agency will help vulnerable tenants sustain their tenancies, reduce the risk for landlords to enable them to let to benefit claimants and provide tenants with up to five-year tenancies.

6: Do nothing

This means that the council would not implement any of the above proposed options to improve the private rented sector in Hammersmith & Fulham

7. How have the licensing fees been calculated

The introduction of any licensing scheme would legally need to operate on a cost neutral basis to the council. The fees have been calculated on the basis of the anticipated scheme costs. The fee would cover the costs of running the licensing scheme.

As the licence fee covers a five-year period, an estimate of the projected costs of administering the scheme together with the corresponding fee income is shown in the following table:

Expenditure type	Estimated total for 5 years
Staff costs (inc corporate overheads) administration, inspection and enforcement	£3,775,000
IT costs	£200,000
Communications	£75,000
Legal costs	£224,250
Total	£4,274,250

The total licence fee is estimated as follows and assumes the same level of compliance as experienced by another London authority. It is estimated that over 8,000 properties will be affected by the scheme and will comply.

Assume average 3 bedroom	Licences	5 year total
Year 1	6,400	£3,296,000
Year 2	660	£354,750
Year 3	500	£268,750
Year 4	360	£193,500
Year 5	300	£161,250
Total	8,220	£4,274,250

8. The structure of the proposed licensing scheme

How will landlords get a licence?

Applicants will need to complete an on-line application form and meet certain criteria in order to obtain a licence. The criteria would include:

- The licence holder must be a fit and proper person as set out in law
- Where the licence holder is not the owner of the HMO, the licence holder will need to provide a management agreement confirming he has the authority to hold a licence and undertake all licence holder responsibilities.
- The licence holder must have satisfactory local management structures (UK based) and suitable financial arrangements in place
- Properties must be suitable for the number of occupants
- Provide gas and electricity safety certificates and fire safety and emergency lighting certificates
- Applicants must demonstrate satisfactory procedures are in place for dealing with anti-social behaviour
- The licence holder must comply with the conditions of the licence (appendix 6)

Once we receive a valid application, we'll process it. An officer will inspect the property within the term of the licence to ensure the rooms are of adequate size and that the property has adequate facilities such as kitchens, bathrooms and WCs that meet the required standards.

Where appropriate an HMO will be licenced for five years; licenses may be issued for a shorter period of two years (for the same fee) where poor management and conditions are identified.

How much will the licence cost?

A fee would be payable and will be discussed as part of the consultation process. We will only consider an application to be valid once the fee has been paid.

The proposed licence fee for a property for either selective or additional licensing consists of a base fee of £450 and an additional £30 per habitable unit.

Where a license is issued for a shorter period (e.g. two years) owing to poor management and conditions the full fee will still be applied.

These fees do not include charges for any legal notices or any litigation. The calculation for the processing fee is based upon the predicted estimated costs of processing the volume of applications and the relevant number of staff over the life of the license.

Mandatory Licensing remains separate to this proposal

Where a licence is not granted and there is no inspection the sum of £150 will be returned to the applicant.

What does a 'fit and proper person' mean?

In order for us to decide if an applicant is 'fit and proper' the following would be taken into account:

- Any previous conditions relating to violence, sexual offences or drug related crimes;
- If the person has broken any laws relating to housing or landlord and tenant issues; and
- If the person has been found guilty of any unlawful discrimination.
- If the person has been found guilty of any crimes relating to fraud or dishonesty

What if the council makes a decision that isn't thought to be fair?

If an applicant feels an unfair decision has been made they should contact us to discuss the decision. If the applicant still feels that we acted unfairly by failing to grant, or imposing sanctions on a licence, the applicant can appeal to the First-Tier tribunal: Property Chamber (Residential Property). The First-Tier Tribunal is an expert independent panel that will act in place of the County Court to either overturn or uphold the Councils decision.

9. Public consultation

Based on the information available, detailed in this consultation document, we consider that the conditions for introducing licensing schemes are satisfied and that there is evidence in the borough of a lack of management of the private rented sector properties and that anti-social behaviour is higher in specified areas with private rented sector housing.

However, before making a decision as to whether or not additional licensing and/ or selective licensing and other initiatives should be introduced, we are keen to consult widely with those likely to be affected.

During the consultation we are seeking the views of all interested parties, including landlords, tenants, residents, residents associations, registered housing providers and other stakeholders. This consultation gives an opportunity for all those affected by the proposal to fully engage and ensure that all views are properly taken into account prior to any decisions being made.

The consultation will take place over a 12-week period starting in early July 2016, on the six proposals. The consultation will be managed by an independent external research consultancy and will include extensive publicity.

The consultation period will include public forums, questionnaires and other engagement work across the borough and in neighbouring boroughs.

10. Analysis of results and decision making

The results of the consultation will be collated by M·E·L Research, with an independent report on the findings produced. This will then form part of the report due to be considered by Cabinet later in the year, who will determine whether the proposals should be introduced.

When a decision has been made, we will announce this formally on the council website and in the local press. If approved, there would also be a publicity campaign designed to reach as many affected landlords and tenants as possible.

If the additional and selective schemes are approved, they would be likely to commence in Spring/Summer of 2017. If the landlord's charter and revised HMO standards are approved they would be likely to be introduced in early 2017. The information gained from the consultation on the formation of a social letting agency will be used to inform the feasibility of such a scheme.

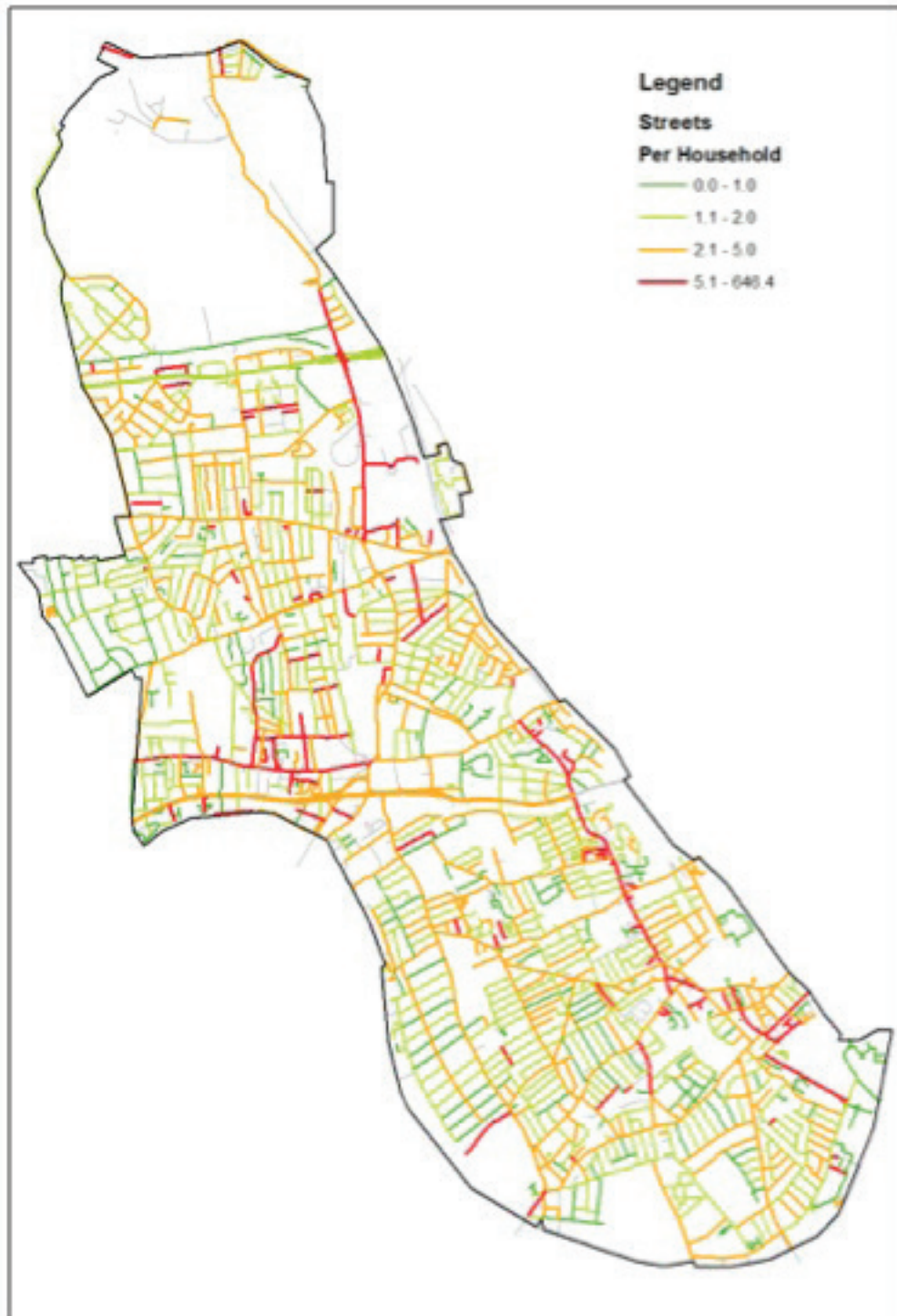
Appendix 1:

Poor management of HMOs in Hammersmith & Fulham



Appendix 2:

Anti-social behaviour incidents per household Hammersmith & Fulham January 2011 to December 2015



Appendix 3:

Streets in Hammersmith & Fulham where it is proposed to introduce Selective Licensing in the private rented sector

Adie Road	Commonwealth Avenue	Lettice Street	Spring Vale Terrace	Molesford Road
Aldensley Road	Coningham Mews	Leysfield Road	St John's Close	Moore Park Road
Armadale Road	Coulter Road	Lilac Street	Stanwick Road	New King's Road
Askew Crescent	Crabtree Lane	Lime Grove	Station Approach	Norbroke Street
Askew Road	Daffodil Street	Loris Road	Sterne Street	Normand Road
Aspenlea Road	Foxglove Street	Lower Mall	Studland Street	North End Crescent
Astrop Mews	Frithville Gardens	Luxemburg Gardens	Sullivan Road	North End Road
Astrop Terrace	Fulham Broadway	Macbeth Street	Talgarth Road	Old Oak Road
Augustine Road	Fulham High Street	Macfarlane Road	Tamarisk Square	Ollgar Close
Barb Mews	Fulham Park Road	Mandela Close	Telephone Place	Ormiston Grove
Basuto Road	Fulham Road	Palliser Road	Terrick Street	Overstone Road
Batoum Gardens	Galloway Road	Parsons Green	Trevanion Road	Vereker Road
Batson Street	Glenroy Street	Parsons Green Lane	Tyrawley Road	Wallflower Street
Beaconsfield Terrace Road	Glenthorne Road	Peterborough Mews	Upper Mall	Waterford Road
Beavor Lane	Goldhawk Mews	Poplar Mews	Uxbridge Road	Watermeadow Lane
Bentworth Road	Goldhawk Road	Porten Road	Dalling Road	Wells Road
Beryl Road	Goodwin Road	Primula Street	Dawes Road	Wood Lane
Bishop's Avenue	Gorleston Street	Purcell Crescent	Devonport Road	Woodlawn Road
Bloemfontein Road	Grimston Road	Ravenscourt Avenue	Down Place	Woodstock Grove
Bloemfontein Way	Gwyn Close	Ravenscourt Park	Dunraven Road	Yew Tree Road
Bothwell Street	Harwood Terrace	Ravenscourt Place	Eddiscombe Road	
Bramble Gardens	Hawksmoor Street	Raynham Road	Effie Place	
Britannia Road	Hazlitt Mews	Redmore Road	Effie Road	
Broomhouse Lane	Hilary Close	Reporton Road	Elysium Place	
Bryony Road	Hofland Road	Rickett Street	Epirus Mews	
Bulwer Street	Hopgood Street	Rigault Road	Erconwald Street	
Byam Street	Imperial Road	Rockley Road	Fane Street	
Cactus Walk	Jerdan Place	Rosebury Road	Farm Lane	
Cambria Street	Kenmont Gardens	Ryecroft Street	Felden Street	
Cambridge Grove	Kilmarsh Road	Scrubs Lane	Fielding Road	
Cassidy Road	King Street	Shepherd's Bush Place	Filmer Road	
Cathnor Road	King's Road	Shepherd's Bush Road	Firth Gardens	
Caverswall Street	Lalor Street	Sherbrooke Road	Maurice Street	
Caxton Road	Lamington Street	Shortlands	Meldon Close	
Chancellors Road	Lanfrey Place	Snowbury Road	Melina Road	
Charlow Close	Langford Road	South Black Lion Lane	Melrose Terrace	
Clancarty Road	Larnach Road	Southcombe Street	Micklethwaite Road	
Colehill Lane	Leamore Street	Southernton Road	Milson Road	

Appendix 4:



LANDLORDS RENTAL CHARTER

The London Borough of Hammersmith & Fulham values the private rented sector and its important role in providing decent, warm, safe homes. We believe that working together with landlords we can improve the choice for Borough residents and landlords alike.

LANDLORD / AGENT COMMITMENT I will-

- Advertise my property honestly and in accordance with the law
- Be clear about all fees that tenants will have to pay
- Provide tenants with a clear written tenancy agreement and agree an inventory
- Ensure any deposit taken is protected and in accordance with the law
- Provide safe, warm and energy efficient homes that meet minimum standards (Appendix 1)
- Provide an Energy Performance Certificate (EPC) and, where gas is provided at the property, a current Gas Safety Certificate
- Provide tenants with contact details, including a telephone number they can use in case of an emergency
- Be proactive in maintaining my property to keep it safe and in good repair
- Let my tenants know how they can report repairs and respond promptly
- Provide my tenants with a clear means of making and fairly dealing with complaints
- Respect my tenant's privacy and give advance notice of visits
- Ensure tenants are aware of the standards of behaviour they should follow and how they will be dealt with if they fail to meet such standards
- Provide clear instructions on what they should do at the end of a tenancy
- Make sure any deposit is released in accordance with the rules of the tenancy deposit scheme it is held under
- Keep myself up to date with the law on housing
- Provide security of tenure
- Provide a copy of landlord's Insurance
- Protect tenants harassment or illegal eviction
- Meet best practice on rents
- Letting and property management agents are required to join a tenant's redress scheme

London Borough of Hammersmith & Fulham

Landlord(s)/Agent

Signature:

Signature:

Date:

Expiry Date

Appendix 1: Minimum Accommodation Standards

Hammersmith and Fulham expect all privately rented accommodation in the borough to be safe, free from hazards and in good repair.

The following are minimum standards which privately rented properties should meet. Landlords letting Houses in Multiple Occupation must comply with the Borough's standards:

<https://www.lbhf.gov.uk/housing/private-housing/houses-multiple-occupation-hmos>

Security

- Access doors to premises must have suitable locks and windows in accessible locations must be provided with suitable window locks.

Condensation - Control & Prevention

- Adequate permanent ventilation must be provided to all habitable rooms. In particular, fixed mechanical ventilation is to be provided to kitchens and bathrooms.
- If condensation is a result of cold bridging, effective insulation must be installed in addition to the provision of adequate ventilation and efficient heating.

Damp

- The building must be free from rising damp.

Heating & Thermal Comfort

- An efficient heating system which is affordable to run, controllable by the tenant and available at all times, must be provided. The space heating must be fixed – portable, plug-in appliances are not acceptable. The system must be capable of efficiently maintaining 21oC in living areas and 18°C in sleeping rooms when the outside temperature is -1oC. In most cases, a suitable heating system will comprise full gas central heating which is modern (under 12 years old) and programmable, with Thermostatic Radiator Valves (TRVs).
- Where there is a loft present, a minimum of 200mm loft insulation is required. If new loft insulation is required, a thickness of 270 mm is required to meet current Building Regulations.

Windows

- Windows must be in good working order and open and shut properly.
- Single glazed windows must have suitable and effective draught proofing.
- Restrictors to be fitted to all windows above ground level to restrict opening to 100mm.
- Low level glazing (within 800mm of floor level) must be impact resistant.

Kitchen, Bathroom and WC Facilities

- All cooking units and sanitary facilities and appliances must be in reasonable repair and good working order.

Staircases and Balconies

- Steps and stairs must have level, even treads and provide adequate friction.
- All staircases must have suitable handrails at the height of 900-1000mm.
- and landings with a drop of 600mm or more must have guarding with maximum opening of 100mm and designed to prevent climbing. The height of the guarding shall be 900mm.
- Balconies must be properly constructed and guarded. The guarding must have maximum openings of 100mm and designed to prevent climbing. The height of the guarding shall be 1100mm.

Gas and Electric

- A gas safety certificate must be provided annually by GAS SAFE engineer– legal requirement
- A check of the electrical installation should be carried out every 5 years and interim checks carried out on an annual basis and/or at a change of tenancy. An electrical test certificate must be provided by a competent person e.g. NAPIT or NICEIC.
- Sufficient electrical sockets must be provided to prevent the inappropriate use of extension leads and avoid overload (see Fire Safety).

Fire Safety

- Shared flats/houses and bedsits in converted houses must conform to certain standards of fire protection. Such premises are classified as 'Houses in Multiple Occupation' (HMOs). These are defined as premises occupied by persons who do not form a single household'. If the premises is an HMO there must be adequate provision for means of escape in case of fire. (See website link at the end of this guidance).
- As a minimum in rented properties, the following requirements for fire apply:
- Mains wired smoke detectors must be fitted to the ceiling of the dwelling hallway/landings (one per floor, interlinked). In some properties, including converted buildings and HMOs, a more comprehensive fire detection system may be required.
- Flat entrance doors (within converted properties) must be of half hour fire resistant construction and fitted with suitable self-closing devices.
- All kitchens must have close fitting doors and in HMOs these must be fire resistant.
- Key only operated mortice lock to flats, houses and HMOs are not acceptable as they compromise escape in case of fire. As an alternative, locks with an internal thumb turn are acceptable.
- All kitchens must be provided with suitably fixed fire blankets conforming to BS 1869:1997
- All fire escape routes and communal areas must be kept free of obstructions.

Lighting

- The dwelling should have adequate natural and artificial lighting in all habitable rooms and adequate artificial lighting to all other such as circulation areas, bathroom and kitchens.

Crowding & Space in Dwellings (Non HMOs)

- Depending on gender mix, a one household/family dwelling comprising one bedroom is suitable for up to two people regardless of age, two bedrooms for up to four people, three for up to six people and four for up to seven people.

Crowding & Space in HMOs

- For space standards in HMOs, please refer to Hammermsith & Fulham HMO standards: <https://www.lbhf.gov.uk/housing/private-housing/houses-multiple-occupation-hmos>

Pests and Vermin

- Landlords (not the tenants) are responsible for eradicating pest/vermin infestations in properties they rent, including mice, rats, bedbugs and cockroaches. Any infestation must be properly treated and any gaps/holes which allow the ingress of vermin must be filled.

Asbestos

- Landlords have a legal responsibility to manage risks associated with any asbestos present in rental properties. Where a problem of asbestos is identified or suspected, the landlord must seek specialist advice from an asbestos surveyor or a licensed contractor.

Appendix 5:

The Council's requirements for HMO landlords



CONTENTS

Part 1: Introduction

- 1.1 Background
- 1.2 Why is HMO guidance needed?
- 1.3 What are the main changes?
- 1.4 Types of HMO and terminology
 - 1.4.1 Bedsits
 - 1.4.2 Shared houses and flats in multiple occupation
- 1.5 Applying the guidance to HMOs
- 1.6 Definition of HMO
- 1.7 Planning
- 1.8 Licensed HMOs
- 1.9 Housing Health and Safety Rating System

Part 2: Minimum space standards

- 2.1 Calculating room sizes
- 2.2 Minimum room sizes
 - 2.2.1 Exclusive Use
 - 2.2.2 Shared kitchens
- 2.3 Living Rooms
- 2.4 Loft Rooms/Spaces

Part 3: Facilities for storage, preparation and cooking of food

- 3.1 Kitchens for exclusive use in the letting room or a separate room
- 3.2 Shared kitchens
 - 3.2.1 Ratio of persons to facilities
 - 3.2.2 Shared kitchen facilities
 - 3.2.3 General requirements for shared kitchens
- 3.3 General requirements for all kitchens
 - 3.3.1 Location
 - 3.3.2 Other requirements

Part 4: Personal hygiene and sanitation standards

- 4.1 Personal hygiene facilities
- 4.2 General requirements
- 4.3 Wash hand basins within bedrooms (five or more occupiers)

Part 5: Guidance on key hazards and steps to protect tenants

- 5.1 Fire Safety
 - 5.1.1 General principles
 - 5.1.2 Fire Risk Assessment
 - 5.1.3 Smoke and carbon Monoxide Alarms
 - 5.1.4 Provision of a protected escape route
 - 5.1.5 Fire resistant doors
 - 5.1.6 Automatic Fire Detection System
 - 5.1.7 Two storey HMOs
 - 5.1.8 Three storey HMOs or above
 - 5.1.9 Emergency lighting
- 5.2 Raised bed platforms in letting rooms
 - 5.2.1 Fire Safety
 - 5.2.2 Guarding
- 5.3 Electrical Appliances and Installations
- 5.4 Carbon monoxide detection
- 5.5 Gas supply and appliances
- 5.6 Space heating and hot water
- 5.7 Furnished lettings
- 5.8 Security
 - 5.8.1 Communal front door
 - 5.8.2 Individual dwelling doors
 - 5.8.3 Windows
- 5.9 Refuse storage
 - 5.9.1 External storage

Part 6: HMO Management

- 6.1 Introduction
- 6.2 Responsibilities of the manager

Part 1: Introduction

1.1 Background

The Council has a large private rented sector with huge demand for shared accommodation. Houses in Multiple Occupation (HMOs) provide a vital role in meeting the need for decent and affordable accommodation for a wide range of residents, from students to low paid workers and professionals. We want to encourage landlords to provide good quality accommodation for tenants.

The aim of this document is to ensure that HMOs provide a minimum acceptable standard so that tenants occupy safe and healthy homes. HMOs should be of adequate size, with sufficient space to live, reasonable levels of washing, cooking and sanitary facilities and be well managed. This guide provides comprehensive and practical information on the law and is updated to include new legislation such as the Smoke and Carbon Monoxide Regulations 2015.

The Council has a duty to ensure that Houses in Multiple Occupation are free from serious housing hazards including crowding and space. Some HMOs are required to be licensed by the Council under the mandatory HMO licensing scheme.

1.2 Why is HMO guidance needed?

A review and revision of the Council's HMO standards is long overdue. Some amendments were made to them as a result of the major changes in the Housing Act 2004 but they do not accurately reflect all current legal requirements or offer adequate or comprehensive guidance to landlords. They were too prescriptive and of insufficient detail to help landlords comply with the law.

1.3 What are the main changes?

This new HMO guidance brings the Council's requirements up to date and addresses concerns about the quality and standard of HMO accommodation in the borough. The main changes are:

- More detailed and comprehensive advice to landlords on HMO definition, licensing and the main housing hazards such as fire, cold homes etc.
- Updating the guidance to include recent legal requirements such as electrical safety and fire/carbon monoxide requirements
- Simplifying the advice provided and layout
- Guidance in applying risk-assessment to housing hazards
- Greater flexibility in achieving safe and healthy HMOs rather than relying on fixed standards
- Updated guidance on refuse storage

1.4 Types of HMO and terminology

1.4.1 Bedsits

These are houses & flats let as individual rooms / bedsits occupied by a number of unrelated persons living as more than one household where there is little interaction between the occupiers.

Bedsits tend to be occupied as individual rooms where there is some exclusive occupation (usually bedroom/living room) and some sharing of amenities (bathrooms and / or toilets). Cooking and food preparation facilities are usually provided within the individual units of accommodation. There is usually no communal living room and each occupant lives otherwise independently of all others.

There are usually individual tenancies rather than a single joint tenancy. Bedroom doors will usually be lockable. Initially there may be little or no social interaction amongst the residents.

1.4.2 Shared Houses and flats in multiple occupation

Shared houses are described as HMOs where the whole property has been rented out by an identifiable group of sharers such as students, work colleagues or friends as joint tenants. Each occupant normally has their own bedroom but they share the kitchen, dining facilities, bathroom, WC, living room and all other parts of the house. All the tenants will have exclusive legal possession and control of all parts of the house, including all the bedrooms. There is normally a significant degree of social interaction between the occupants and they will, in the main, have rented out the house as one group. There is usually a single joint tenancy agreement. In summary, the group will possess many of the characteristics of a single family household, although the property is still legally defined as a HMO because the occupants are not all related.

1.5 Applying the guidance to HMOs

This guidance outlines the minimum requirements of the Council and should not be seen as the ideal. It covers the most common types of HMOs found in the borough, which are usually described as shared houses or bedsits. If the HMO you are letting is a hostel, temporary accommodation or student/staff accommodation, please refer to our separate guidance for this type of property, which is available on our website.

This document sets out standards for management, overcrowding, room sizes, bathroom & WC facilities, kitchen facilities and references standards for means of escape from fire. The Council are also required to assess properties under the Housing Health & Safety Rating System (see 1.8 below). Although some standards are set out in law, other requirements may depend on the Council taking a risk based approach to certain housing hazards. For such hazards, the Council will take a flexible and common sense approach to assessment and enforcement.

To ensure that these standards are current, please check with the Council's website at http://www.lbhf.gov.uk/Directory/Housing/Multiple_occupancy_homes/

1.6 Definition of HMO

An HMO is a property occupied by 3 or more unrelated people in 2 or more households. A full definition of 'house in multiple occupation' can be found in section 254 of the Housing Act 2004. Details of what relationships constitute a single family can be found in section 258 of the Housing Act 2004. The Act also gives the Council powers to deal with poor living conditions in HMOs.

1.7 Planning

There is a different definition of a HMO which is set out in planning legislation and local planning policy. There are restrictions about the development and change of use of HMOs and planning permission may be required. Property owners, developers and their agents are strongly advised to check with the Council's Planning and Conservation Department before carrying out any development, including any self-containment of units within an HMO or any change in use of a property.

Further information is available at:

http://www.lbhf.gov.uk/Directory/Environment_and_Planning/Planning/

1.8 Licensed HMOs

An HMO is required to be licensed with the Council if it is three or more storeys in height and is occupied by 5 or more tenants, of which at least 2 households share one or more basic amenities including kitchen, bathroom or WC.

The aim of the licensing scheme is to improve conditions and management within HMOs by ensuring:

- conditions within a HMO comply with the Council's HMO standards
- landlords and/or their agents are 'fit and proper' persons as defined in the Housing Act 2004
- management arrangements for the HMO are appropriate.

It is the landlord/manager's responsibility to apply to the Council to licence a property.

As part of the HMO licensing process, the Council can discuss with landlords any variations from the standards that may be appropriate for a particular HMO. However, national minimum HMO licensing standards apply and must be complied with, in particular the level of bathroom, WC and wash hand basin provision.

1.9 Housing Health and Safety Rating System

The Housing Health and Safety Rating System (HHSRS) is a system for assessing the health and safety risks in dwellings.

The principle of HHSRS is that any residential premises (including the structure, means of access, and any associated outbuilding, garden or yard) should provide a safe and healthy environment for any potential occupier or visitor. The HHSRS is comprehensive in its coverage of key health and safety risks in dwellings. It assesses the risk associated with certain hazards and, if the likelihood of harm is significant, the Council may take action to ensure that the risk is removed.

If you require any additional advice on the standards required you can contact us by emailing phs@lbhf.gov.uk or calling 020 8753 1221

Part 2: Minimum Space Standards

2.1 Calculating Room Sizes

In calculating floor areas in letting rooms, the Council will discount space occupied by:

- bathrooms/shower rooms
- corridors
- lobbies
- chimney breasts, small alcoves etc.
- ceiling height - rooms should have a minimum height of 2.3 metres over at least half of the habitable floor area. Any floor area where the ceiling height is less than 1.9 metres or 1.5 metres in attic rooms will not count towards the habitable floor space.

2.2 Minimum room sizes

2.2.1 Exclusive use

Table 1 - Rooms where there are kitchen facilities in a separate room for exclusive use

Space standard room with separate kitchen	No. of persons	Minimum floor area
Single Room	1 person	7m ²
Double Room	2 persons co-habiting as a couple	11.5m ²
Kitchen area		4m ²

Table 2 - Rooms with kitchen facilities in the letting room

Space standard kitchen facilities in room	No. of persons	Minimum floor area
Single Room	1 person	9.3m ²
Double Room	2 persons co-habiting as a couple	15m ²

2.2.2 Shared kitchens

These standards will only be applied in properties where there is evidence that the occupiers are living more like a single household and are comfortable using shared communal space, rather than individuals who have very little interaction with each other. Examples of this type of occupation are shared houses where the occupiers came together as a group or have a common shared interest i.e. students or employees from the same college or employer. Typically, they would cook and eat meals together and would choose to spend time together in a dining area or lounge.

Table 3 - Rooms where there are separate shared kitchen facilities and lounge/living room

Space standard separate shared kitchen and lounge	No. of persons	Minimum floor area
Kitchen	Up to 5	5.5 m ²
Lounge/Living room	1-3 people	8.5m ²
	4-6 people	11m ²

2.3 Living Rooms

Living rooms must be fully furnished and need to have adequate sofas and armchairs to accommodate all of the occupiers at any one time (to avoid incidences where some occupiers are unable to make use of the communal living room at certain times) and would usually have a television and coffee table.

2.4 Loft Rooms/Spaces

Loft spaces and cellars are unsuitable for use as living accommodation unless proper Building Control & Planning Permission have been obtained. These spaces may require extra works in order to comply with these standards and the Housing Act 2004.

Attic rooms and loft rooms should have a minimum room height of 2.3 metres over at least half of the habitable floor area. Any floor area where the ceiling height is less than 1.5 metres will not count towards the habitable floor space.

Part 3: Facilities for the storage, preparation and cooking of food

3.1 Kitchens for exclusive use in the letting room or a separate room

Table 4 – Minimum requirements for kitchen facilities

Kitchen facility	Standard	Minimum size
Cooker	One cooker	Minimum of 4 burners, oven and grill. A microwave may be substituted for up to 2 burners. Cookers must not be sited adjacent to exit doors. Splashback or lift-up cover provided.
Sink	Set on a base unit. Provided with a constant and adequate supply of hot and cold water and properly connected to the drainage system. A tiled splashback shall be provided to the drainer	Sink minimum size 600mm x 500mm 300mm height.
Worktop	Made of an impervious material.	
A tiled splashback shall be provided	500mm x 500mm worktop must be provided adjacent to the cooker	300mm height
Storage cupboards	One cupboard - the cupboard below the sink cannot be used for food storage.	Minimum capacity 0.3 cubic metres
Fridge	1 refrigerator	75 litres
Electrical sockets	4 x 13 amp sockets provided within the food preparation area, at least 2 shall be above worktop level.	The sockets should be spaced as evenly as possible around the kitchen and suitable for use with electrical appliances on the kitchen worktop

3.2 Shared kitchens

3.2.1 Ratio of persons to facilities

For shared kitchens, one set of kitchen facilities shall be provided for every 5 occupants.

3.2.2 Shared kitchen facilities

Table 5 - Minimum requirements for shared kitchen facilities.

Kitchen facility	Standard	Minimum size
Cooker	One cooker for every 5 persons	Minimum of 4 burners, oven and grill. Cookers must not be sited adjacent to exit doors. Splashback or lift-up cover provided.
Sink	Set on a base unit. Provided with a constant and adequate supply of hot and cold water and properly connected to the drainage system. Sink strainer or plug provided. A tiled splashback shall be provided to the drainer	Sink minimum size 600mm x 500mm 300mm height.
Worktop	Made of an impervious material.	
A tiled splashback shall be provided	1000mm x 500mm worktop must be provided adjacent to the cooker	
300mm height		
Storage cupboards	One cupboard for each tenant, the cupboard below the sink cannot be used for food storage. The cupboard can be located in the letting room where there is sufficient space	Minimum capacity 0.3 cubic metres cupboard per person
Fridge	1 fridge/freezer for every 5 persons	245 litres for 5 people. This can be smaller if individual fridges are provided in the rooms, this should be discussed with the case officer
Electrical sockets	4 x 13 amp double sockets provided in food prep. area, at least 2 shall be above worktop level. 1 extra socket shall be provided for each major appliance (fridge, freezer, washing machine). The cooker shall be connected to a separate cooker spur	The sockets should be spaced as evenly as possible around the kitchen and suitable for use with electrical appliances on the kitchen worktop

Where the dwelling is occupied by more than five persons contact the Private Sector Housing Team for further advice on required facilities for the preparation, cooking and storage of food.

3.2.3 General requirements for shared kitchens

The kitchen size (see space standards) and layout must enable the practical, safe & hygienic use of the kitchen for storage, preparation and cooking of food.

The wall, floor and ceiling surfaces shall be smooth, impervious and capable of being easily cleaned

3.3 General requirements for all kitchens

3.3.1 Location

For shared kitchens, the kitchen must be not more than one floor distant from the letting room.

This requirement will only be relaxed in the following circumstances:

- the property has been lawfully converted under planning law and building regulations from a 2 storey house into a 3 storey house with a loft or other similar construction.
- The loft conversion provides accommodation for one letting room
- there are 5 persons or less living in the property
- There is a shared kitchen on the ground floor of the premises which meets the Council's standards for shared kitchens.
- Where practicable, cooking facilities should be available for the exclusive use of the tenant(s) occupying the loft room letting, rather than sharing cooking facilities more than one floor distant.

3.3.2 Other requirements

- The lighting shall be suitable to enable the practical, safe & hygienic use of the kitchen facilities.
- There must be adequate ventilation. Where mechanical ventilation is required, it must be extracted to the outside air
- Kitchens must not be located in any hallway, corridor or lobby
- Suitable and sufficient provision shall be made for refuse storage and disposal both within the unit of accommodation and outside. Internal storage for waste and recycling must be located in an accessible and commonly used area inside each dwelling. The storage for refuse and recycling should be away from circulation areas e.g. below a worktop.

Part 4: Personal hygiene and sanitation standards

4.1 Personal hygiene facilities

The following shared facilities shall be provided for up to 5 people not being more than one floor distant from each letting room

Table 6 - Minimum requirements for personal hygiene facilities

Washing/sanitary fittings	Minimum size	Splashback
Baths	1600mm x 700mm	450mm
Shower rooms/cubicles	800mm x 800mm	In cubicle or fully tiled with shower screen or curtain
Wash hand basin	500mm x 400mm	300mm high
WC	-	-

4.2 General requirements

- One bathroom or shower room, one toilet and one wash hand basin shall be provided for every 5 occupants.
- The room shall be accessible directly from the common areas and within one floor of each letting.
- All shower/bathrooms must have adequate heating, ventilation and artificial lighting
- Baths, showers, toilets and wash hand basins shall be provided in a separate room of adequate size. There should be adequate space for drying & dressing and somewhere to hang clothes and towels. Baths must have a suitable plug and overflow.
- If an over bath shower is provided, then the adjacent walls should be fully tiled.
- A suitable water resistant shower curtain must be provided in a fully tiled shower or the shower must be in a purpose built shower cubicle, with a suitable water resistant shower curtain or door to the cubicle
- A wash hand basin shall be provided within each toilet compartment and within each bathroom/shower room. Plug must be provided to the wash hand basin.
- Each bath, shower and wash hand basin shall be provided with a constant supply of hot and cold water.
- The doors to bathrooms, shower rooms and WCs shall be capable of giving privacy and should be lockable from the inside.
- Where light switches are located within the bathroom, shower room or WC compartment they must be pull cord switches.
- The wall, floor and ceiling surfaces shall be smooth, impervious and capable of being easily cleaned.
- The lighting shall be suitable to enable the practical, safe & hygienic use of the facilities.
- Any door or window glazing must be obscure glass.

4.3 Wash hand basins within bedrooms (where five or more occupiers occupy the HMO)

- Each bedroom must have a wash hand basin, minimum size 500mm x 600mm, provided with constant and adequate supply of hot and cold water and properly connected to the drainage system. Plug must be provided to the wash hand basin.
- A tiled splashback (minimum 300mm high) shall be provided to the wash hand basin.

NB: A wash hand basin is not required where a sink with a constant and adequate supply of cold and hot water is provided within the letting on the grounds that the sink can be used for personal washing in addition to food preparation.

Part 5: Guidance on key hazards and steps to protect your tenants

5.1 Fire Safety

5.1.1 General principles

All HMO's are subject to an assessment under the Housing Health & Safety Rating System and must comply with the Regulatory Reform Order and LACORS Fire Guidance. http://www.cieh.org/policy/fire_safety_existing_housing.html

The Council works closely with the fire authority to determine whether fire safety measures are satisfactory. Each case will be judged on its own merits. It is difficult to prescribe set standards for HMOs which are a very diverse type of property type. Variations away from accepted guidance has to be fully justified and any alternative solutions will need to be agreed by both parties

5.1.2 Fire Risk Assessment

The Regulatory Reform (Fire Safety) Order 2005 is enforced by the fire brigade and requires that the 'responsible person' carry out and regularly review a fire risk assessment of the premises. This will identify what you need to do to prevent fire and keep people safe. If you don't have the expertise or time to do the fire risk assessment yourself you'll need to appoint a 'competent person' to help, e.g. a professional risk assessor. If you're not sure if your risk assessment has been carried out properly your local fire and rescue authority might be able to give you advice although they can't carry out risk assessments for you. Further information can be obtained from <https://www.gov.uk/workplace-firesafety-your-responsibilities/fire-risk-assessments>

5.1.3 Smoke and Carbon Monoxide Alarms

The Smoke and Carbon Monoxide Alarm (England) Regulations 2015 introduced legal requirements which are to equip a smoke alarm on each storey of the premises on which there is a room used wholly or partly as living accommodation. There is also a requirement to carry out checks to ensure that each prescribed alarm is in proper working order on the day the tenancy begins if it is a new tenancy.

For the purposes of the legislation, living accommodation is a room that is used for the primary purposes of living, or is a room in which a person spends a significant amount of time, and a bathroom or lavatory is classed within this definition.

Landlords should be aware that in HMOs there will, in most cases be a need for a higher standard of fire detection in HMOs than the requirement in these regulations. Landlords are advised that in HMOs they should comply with LACORS fire Guidance as a minimum requirement.

General requirements

In general terms the following fire safety measures must be considered:

5.1.4 Provision of a protected escape route

The protected escape route leads from the letting to the street exit through the building, and normally includes staircases, passageways, landings and protected lobbies. Protection is provided by fire resistant doors and partitions. The protected escape route must be kept clear.

There must be adequate fire separation from any commercial areas of the building and any other residential parts of the building not linked by common entrances or stairways.

5.1.5 Fire resistant doors

30-minute fire resistant doors are required on doors opening onto the protected route from any room other than a bathroom or WC. They should be provided with:

- intumescent strips and cold smoke seals, to prevent the passage of smoke
- a self-closing device (except on cupboard doors)
- a lock (for example thumb turn) to each letting room which does not require a key to open the door from the inside, to allow escape in the event of a fire.
- capable of being fully closed,
- close fitting, without excess gaps between the leaf and frame,
- hung on three heat resisting hinges (not rising butts)

5.1.6 Automatic Fire Detection (AFD) system

Provision of any form of AFD system requires specialist advice to design and install the system. AFD systems are designed to provide the earliest possible warning of fire within a letting or the common parts. The purpose of an AFD system is to detect and alert the occupiers of the HMO to the presence of smoke and/or fire before it develops into a dangerous situation. Alarm systems are required in all HMOs because the fire risk is significantly greater than in single-family dwellings.

- Alarms must be mains-wired and most must be inter-linked so that they all sound when any one is activated.
- The specification for the type and coverage of the AFD will vary depending on the risk, size and layout of the HMO.

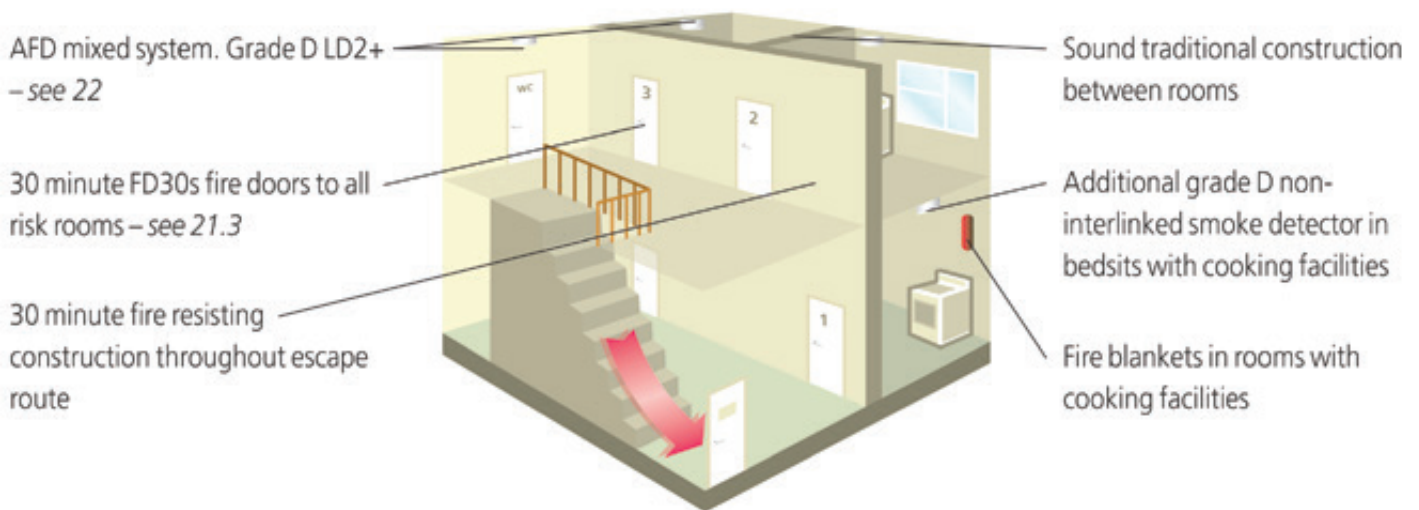
A summary of the general requirements for bedsit type HMOs has been provided below, listed by storey height of the HMO but this is intended as a broad guide only NB: for shared houses occupied by an identifiable group of sharers such as students or friends as joint tenants, the AFD specification and coverage will be different. You should seek advice from the Private Sector Housing Team before installing any equipment.

5.1.7 Two storey HMOs

A Grade D, LD2 system; consisting of:

- Interlinked mains-wired smoke alarms with integral battery back-up located in the escape route at all floor levels, in each bedsit, living area, cellar and any cupboard opening onto the escape route but not required in bathrooms/WCs unless they contain a specific risk.
- Interlinked heat alarms with integral battery back-up located in each communal kitchen.
- If cooking facilities are sited within the bedsits
- As above but interlinked heat alarms instead of smoke alarms, with integral battery back-up in each bedsit; and a non-interlinked smoke alarm with integral battery back-up in each bedsit, sited away from the cooker.

figure D7: bedsit-type HMO, two storeys



5.1.8 Three storey HMOs or above

A Grade A, LD2 system; consisting of:

- Smoke detectors in the escape route at all floor levels, in each bedroom, living room, cellar and any cupboard opening onto the escape route.
- Heat detectors located in each communal kitchen;
- Alarm sounders throughout the common escape route, hallways and landings;
- Manual call-points in the common escape route on each floor.
- All the above linked to a Control/Indicator Panel in the entrance hallway and powered from a protected mains supply.

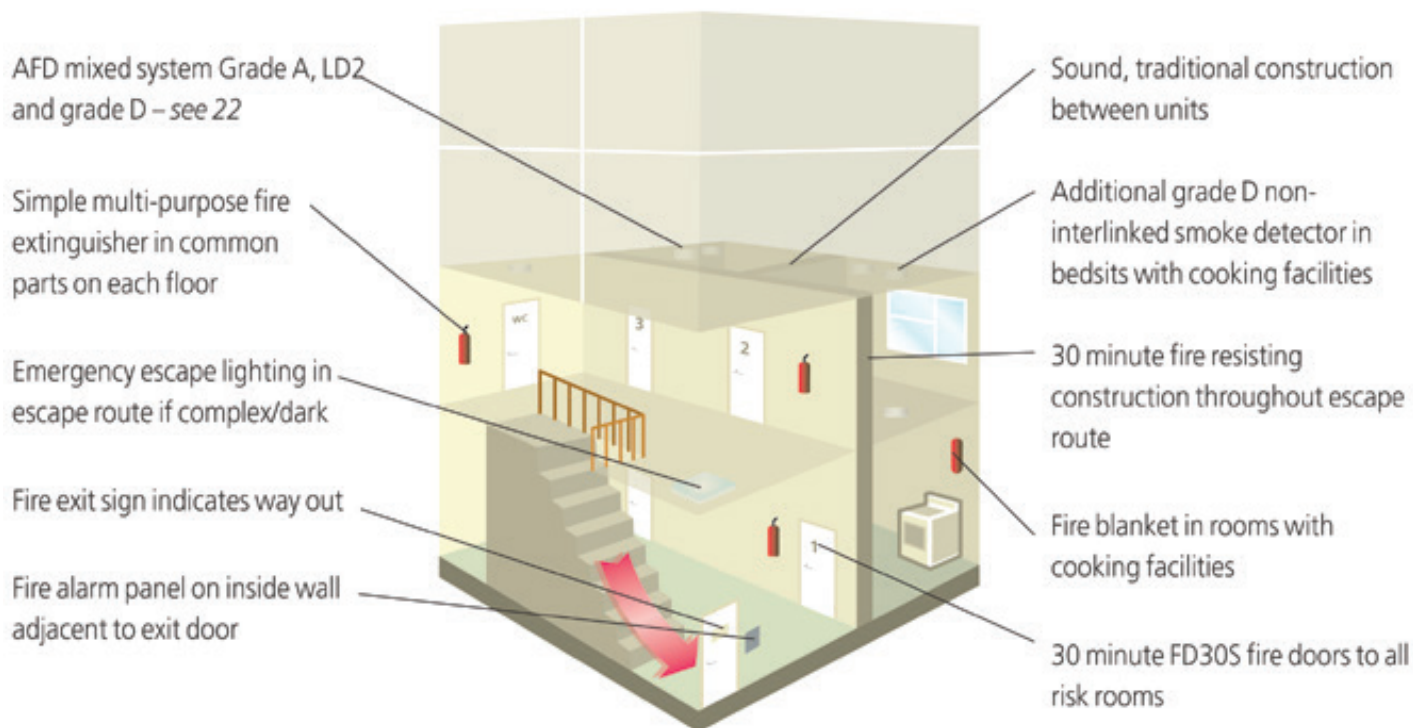
If cooking facilities are sited within the bedsits

- As above but heat detectors instead of smoke detectors in the bedsits and also a Grade D, non-interlinked smoke alarm with integral battery back-up in each bedsit sited away from the cooker.

Power supplies to AFD systems of any type are not permitted to be from pre-payment meters and must be from the landlord's power supply. AFD systems to conform to BS 5839 Part 6: 2004.

Example of typical requirements:

figure D8: bedsit-type HMO, three or four storeys



5.1.9 Emergency lighting

Emergency lighting which comes on if mains electricity fails may need to be fitted to illuminate the protected route and some internal staircases. The installation must comply with BS5266.

5.2 Raised bed platforms in letting rooms

5.2.1 Fire safety

Raised bed platforms must comply with all of the following:

- at least 50% of the floor area of the room should be unobscured by the gallery;
- the distance from the foot of the egress stair from the gallery to the room exit should not be less than 3 metres.
- Any cooking facilities must be located in a safe position. This means that they must not be located under the sleeping platform, should be sited remote from the room exit and may need to be enclosed within fire-resisting construction.
- Where the fire risk to the occupants cannot be ensured and redesigning the room to overcome fire risk is not practical, additional fire precautions such as sprinkler or misting systems may be required.

5.2.2 Guarding

Raised sleeping platforms must be provided with guarding/edge protection of adequate height along the full length of the gallery area to prevent falling.

Safe access to the raised bed platform must be provided and ladders are not acceptable. Where possible a staircase complying with building regulations should be provided. As a minimum, fixed stair treads and a handrail must be provided.

5.3 Electrical Appliances and Installations

All works to the electrical installation shall be carried out by a properly qualified engineer and must comply with the following:

- ▶ The Electrical Equipment (Safety) Regulations 1994

These regulations impose a duty on landlords as the supplier that electrical equipment is 'safe' as defined by section 19 of the Act, so that there is no risk of injury or death to humans or pets or risk of damage to the property. They cover all mains voltage household electric goods including cookers, kettles, toasters, electric blankets, washing machines, immersion heaters etc. The Act also requires that if any equipment is supplied with any particular characteristic, suitable information or instruction booklets should be provided.

- ▶ Plugs & Sockets (Safety) Regulations 1994

These regulations require that where any plug, socket or adaptor supplied for intended domestic use, that it complies with the appropriate current standard and specifically that:

- The live and neutral pins on the plugs are part insulated so as to prevent shocks when removing plugs from sockets; and
- All plugs are pre-wired.

- ▶ Electricity at Work Regulations 1989

These regulations require the testing of portable appliances (PAT testing) provided within the common areas of the property, e.g. kettles, toasters etc.

5.4 Carbon Monoxide Detection

The Smoke and Carbon Monoxide Alarm (England) Regulations 2015 introduced legal requirements for private sector landlords in respect of premises occupied under tenancies starting on or after that date. The requirements are to:

- Equip a carbon monoxide alarm in any room of the premises which is used wholly or partly as living accommodation and contains a solid fuel burning combustion appliance; and
- Carry out checks by or on behalf of the landlord to ensure that each prescribed alarm is in proper working order on the day the tenancy begins if it is a new tenancy

For the purposes of the legislation, living accommodation is a room that is used for the primary purposes of living, or is a room in which a person spends a significant amount of time, and a bathroom or lavatory is classed within this definition.

5.5 Gas Supply and Appliances

All works to the gas installation and gas appliances shall be carried out by an engineer registered on the Gas Safe Register.

All gas pipe work, appliances and flues must be tested by a registered Gas Safe Engineer every 12 months. Landlords must keep a copy of the Gas Safety Certificate for 2 years and issue a copy to each existing tenant within 28 days of the check being completed and issue a copy to any new tenants before they move in. A copy of the Gas Safety Certificate can be provided within the common areas.

5.6 Space heating and hot water

Landlords should install heating system that are fixed, efficient, controllable and of an adequate size and capacity for the rooms and building. Where space heating and hot water are provided centrally by the landlord, these services should be made available at all times. All heating sources must be provided with controls to allow the occupants to regulate the temperature within their unit of accommodation. There must be adequate thermal insulation to the building.

An adequate means of fixed space heating must be provided in all rooms, including common areas of the dwelling, WC compartments and bathrooms, so that a constant temperature of at least 21°C can be maintained in sleeping rooms and bathrooms and at least 18°C in all other rooms when the outside temperature is -1°C degrees centigrade.

The Borough has a large number of older properties that are hard to heat. Landlords are advised that electrical heaters are not recommended in these premises unless they are well insulated. This is due to electrical heating often being prohibitively expensive to run due to excessive heat loss resulting in tenants having difficulties in cost-effectively heating the property.

In these types of properties, ideally a whole house gas fired central heating system should be provided to the premises to satisfy the design and installation requirements of British Standard 5449:1990 and in accordance with Part L of the current Building Regulations.

Fixed electrical heaters will only be acceptable in the letting rooms of older properties with solid wall construction if all the following conditions are met:

1. Small rooms – as a guideline, rooms of up to 9.3m² are considered small rooms.
2. The appliance is controllable, with timer, thermostat and of adequate capacity to heat the room and maintain it at a temperature of 21°C when the outside temperature is -10°C.
3. Standard ceiling heights, generally not greater than 2.4m²
4. Not more than one exposed external wall in the bedsit room
5. Not in a particularly exposed location e.g. north facing.
6. No large exposed areas of single glazing
7. Not in basements, attic spaces with less than 200mm of insulation or poorly insulated mansard roofs
8. Other adequately heated rooms (not mobile/fixed individual electrical heaters) above and below the bedsit
9. Adequate heating is provided in the common parts, bathrooms and any kitchens of the HMO.

Any rooms not falling within the above criteria must be provided with adequate thermal insulation, the details of which must be approved by the Council before installation.

5.7 Furnished Lettings

All furniture provided in connection with the letting must comply with The Furniture & Furnishings (Fire) (Safety) Regulations 1988.

5.8 Security

5.8.1 Communal front door

The main entrance door from the street should close properly, be capable of resisting bodily pressure and slipping of the door lock. Entry systems should not have 'tradesmen' buttons, which bypass normal locking. The following requirements apply:

- The door should be of solid construction.
- Solenoid based, bolt-action locks are preferred, as they cannot be put on the latch and require less maintenance (also fully compliant with means of escape).
- Landlord registered keys to control access.
- Letterbox Cowl to prevent access to the door lock.
- Properly maintained door closer to ensure the door shuts properly.
- Glazing should be protected (see Windows).

5.8.2 Individual dwelling doors

Where locks are provided on doors landlord registered keys should be used for all locks. The main entrance door to each letting room should comply with fire standards and should meet the following minimum standard:

- Door to be of solid construction and attached using three hinges.
- BS8621:2007 Mortice lock with thumb turn cylinder which does not require a key to open the door from the inside, to allow escape in the event of a fire.
- Hinge Bolts and Frame Reinforcers to resist bodily pressure (the most common method of forcing doors in converted properties).

5.8.3 Windows

All windows should have key operated locks (this is an insurance requirement). All basements, ground floors and other externally accessible windows should have restrictors fitted.

Glazing may be protected in a variety of ways:

- • Internal grilles or gates
- • Security film
- • Laminated glazing

NB: Georgian wired glass offers no security.

5.9 Refuse Storage

The HMO Management Regulations state that landlords must make such further arrangements for the disposal of refuse and litter from the HMO as may be necessary, having regard to any service for such disposal provided by the Council.

Suitable facilities must be provided for storing refuse generated by tenants whilst it is waiting to be collected. Refuse disposal facilities sufficient for the number of occupants within the building must be provided.

At residential premises served by kerbside collections, space must be made available outside for the storage of refuse and recycling.

The refuse service in operation by the council is the collection of standard dustbins or bags. These dustbins, typically around 90 litres, are not provided by the council and must be supplied by the landlord. Wheelie bins are not acceptable containers because they are not compatible with collection vehicles and are too tall for bags to be safely removed from them.

For each individual household an external cupboard or designated storage space is needed, capable of holding at least two ordinary dustbins, whose specification conforms to BS 792 or BS 4998, or alternatively space or holders for at least two refuse sacks, each of about 100 litre capacity. Additional space of at least 160 Litres is also needed for recycling sacks.

The table below summarises the approximate capacity needed depending on household size.

Table 7 – Storage Capacity for refuse per household size:

Household size	Refuse	Recycling
1-3 people	2-3 dustbins (minimum 2 dustbins or 200 litres)	2 recycling sacks (minimum 160 litres)
4-6 people	3-5 dustbins (minimum 3 dustbins or 300 litres)	2-3 recycling sacks (minimum 240 litres)

It is not acceptable for any waste to be stored on the public highway (with the exception of black sacks and recycling sacks placed out on collection day, or after 9pm on the preceding day).

If storage requirements for refuse pending disposal can't be met due to a lack of storage capacity landlords need to arrange for additional weekly collections. Our contact details are at:

<https://www.lbhf.gov.uk/pages/contact-us>

5.9.1 External Storage

External refuse storage areas should be on a hard level surface that is impervious, pest-proof with easily cleansable surfaces and close fitting lids to receptacles. If the storage area is provided within basement vaults beneath the footway at the front of the premises the following requirements apply:

- The flooring to the vault should be in good order and provide a smooth and easily cleansable concrete finish.
- The vault should be free from serious water ingress and standing water.
- All holes surrounding pipework and gas /electricity services should be filled to prevent pest ingress. The pointing to the brickwork of the vault should be reasonably sound.
- The structure should be pest proof.
- The vault should be provided with a sound, rodent-proof timber door and frame. The door should be close-fitting with a maximum clearance of 5mm at the foot to prevent rodent entry beneath, and, ideally, fitted with a metal kick-plate at the foot to prevent gnawing, etc.
- The storage area to be kept clean and free from accumulations of refuse.

The tenants should be advised on the arrangements for refuse collections and the relevant days when refuse is regularly collected for disposal by the Council.

A full technical specification is available at the following <insert link>

6.1 Introduction

The following is a summary of the following legislation which applies to the Management of HMOs.

- The Licensing and Management of Houses in Multiple Occupation and Other Houses (Miscellaneous Provisions) (England) Regulations 2006. SI 2006 No.373
- The Management of Houses in Multiple Occupation (England) Regulations 2006 No.372
- The Licensing and Management of Houses in Multiple Occupation (Additional Provisions) (England) Regulations 2007. SI 2007 No.1903.

6.2 Responsibilities of the manager

Regulation 3 - Duty to inform the occupier of contact details including name, address and telephone number and to display this information in a prominent place in the HMO. If a landlord is regularly out of the country or away for long periods of time, a local manager should be appointed who can act on behalf of the landlord; contact details for this person should also be displayed.

Regulation 4 - Duty of the manager to take safety measures in relation to providing and maintaining the means of escape from fire & firefighting equipment and to reasonably protect the occupiers of the HMO from injury.

Regulation 5 - Duty of the manager to maintain water supply & drainage. Water rates should be registered in the name of the landlord/manager who is responsible for paying the bills.

Regulation 6 - Duty of the manager to supply & maintain gas & electricity, including the provision of the latest gas safety certificate to the local authority when requested and the uninterrupted supply of gas and electricity. Utility bills should be registered in the name of the landlord/manager who is responsible for paying the bills. Key meters are not acceptable.

Regulation 7 - Duty of the manager to maintain common parts, fixtures, fittings and appliances including stairs, banisters, floor coverings, windows, lighting, shared appliances, yards, gardens and boundaries. Common parts must be kept free from obstruction, clean and in good order & repair.

Regulation 8 - Duty of the manager to maintain living accommodation and any furniture, fittings and appliances provided by the landlord.

Regulation 9 - Duty to provide waste disposal facilities suitable for the number of people occupying the HMO.

Regulation 10 - Duties of occupiers to reasonably cooperate with, not to hinder or frustrate the manager in performance of his duties; to provide information reasonably requested by the manager for the purpose of carrying out his duties; take reasonable care to avoid causing damage; properly dispose of rubbish; and comply with reasonable instructions regarding the means of escape from fire, prevention of fire and the use of fire equipment.

Appendix 6: Schedule 1

London Borough Of Hammersmith & Fulham Hmo/Property Licence Terms

Licence Terms

1. The licence relates to the property described in the licence approval.
2. The licence may be granted before the time it is required, but the licence will not come into force until that time.
3. The licence is valid for a period of 5 years from the date of its issue, unless the following apply:
 - a) The licence will cease if the licence holder dies whilst the licence is in force.
 - b) The licence is revoked under section 70 of the Housing Act 2004.
4. The licence period continues during the period of the licence even if the premise is no longer a HMO, unless a valid application is made for the licence to be revoked under section 70 of the Housing Act 2004.
5. The licence may not be transferred to another person.
6. If the Licence Holder dies during the licence period, during the period of 3 months beginning with the date of the Licence Holder's death, the premises is to be treated for that period as if a temporary exemption notice had been served, exempting the premises from the requirement to be licensed. Sections 62 and 68 of the Housing Act 2004 will apply.
7. If on the expiry of the initial period stated in 6 above, representatives of the deceased licence holder must apply for a further exemption from the date the initial period ends. The premise is to be treated for that period as if a temporary exemption notice had been served, exempting the premises from the requirement to be licensed. Sections 62 and 68 of the Housing Act 2004 will apply.
8. A copy of the licence must be displayed in a prominent and accessible position within the licensed property at all times. The manager's name, address and emergency contact details must be displayed in a prominent position in the property.
9. At the start of each tenancy, each tenant must be given a written statement of the terms of their occupancy and a signed inventory covering all parts of the house occupied exclusively by them.
10. A receipt must be given for all cash payments for deposit or rent.
11. The licence holder shall submit to the London Borough of Hammersmith and Fulham of the tenancy deposit scheme used for safeguarding the deposits of tenants of those parts of the house under their control.

Licence Conditions

Material changes to the licensed property or licence holder

12. If, at any time during the licence period:
- There has been a change of circumstances to the premises since the licence was granted. This includes any changes to the construction, layout or amenity provision of the house.
 - There has been any change in ownership or management of the house.
 - The maximum number of households or persons authorised to occupy the HMO has been exceeded since the date the licence was granted.
- The licence holder must notify the London Borough of Hammersmith and Fulham in writing.
Failure to notify the Council of such a change is an offence.
13. If the Licence Holder needs to apply to vary the licence for the premises, they must put their request in writing. The Licence Holder does not have to pay any fee to the Council in respect of any request to vary an existing licence.

Numbers of persons permitted to occupy

14. The number permitted relates to the numbers of amenities provided and/or size of rooms available. The number of persons residing in the premises shall not exceed either,
- the maximum number of occupiers in each room and;
 - the total maximum number of persons, as stated in condition 10 below.
15. The number of persons occupying the rooms/units listed below shall not exceed:

Room/Unit Name	Location	Maximum No. of Persons	Maximum No. of Households
	Total Persons/ Total Households		

16. The use and occupancy levels of each room shall not be changed without the approval of the Council. A new resident must not be permitted to occupy the house or any part if the maximum number of persons or households above is exceeded.
17. The licence holder must, if required by written notice provide the Council with the following particulars as are requested regarding the occupancy of the house:
- The names and numbers of individuals/households accommodated specifying the rooms they occupy within the property
 - Number of individuals in each household.
- The particulars shall be provided to the Council within 28 days on demand.

Standard of Accommodation

18. All licensed HMOs must be reasonably suitable for occupation or can be made suitable by complying with London Borough of Hammersmith and Fulham HMO Standards. These standards relate to the number of households specified in the application and cover the following issues:

- Bathroom and WC facilities
- Kitchen facilities
- Other facilities and equipment such as those provided to ensure fire safety and adequate heating.

Where properties fail to meet these HMO standards conditions may be applied to the licence.

At the time of granting this licence the following HMO standard was applied:

Bedsits and Studios	
Shared houses	
Hostels, Vocational, Student and Staff Accommodation	

The Licence Holder must inform the HMO Licensing Team if the business model for the property changes during the licence period. For example from bedsit accommodation to a shared house property. This change will result in a separate HMO standard being applied, which will be considered a material change.

Management Arrangements

19. The Licence Holder shall ensure that the property is maintained in a reasonable condition in accordance with the requirements of The Management of Houses in Multiple Occupation (England) 2006. (Full details of these requirements are available in the Council's HMO Standards.
20. The Licence Holder shall take reasonable steps to prevent smoking in the common parts of the property.
21. The Licence Holder shall ensure that sufficient bins are provided for the adequate storage of refuse and that adequate arrangements are made for disposal in accordance with Council's HMO Standards.

Gas Safety and Supply

22. The Licence Holder shall be responsible for ensuring that all gas installations comply with the Gas Safety (Installation and Use) Regulations 1998 and are in a safe condition at all times.
23. The Licence Holder shall ensure arrangements are made for gas installations, appliances and flues to be inspected once in every 12 months by a Gas Safe Registered engineer/installer and that any remedial works are carried out in a reasonable time frame.
24. The Licence Holder must send a copy of the Gas Safe certificate to the Housing Team every 12 Months. The current gas safety certificate for the property must be provided to all tenants at the start of their tenancy.

Electrical Safety and Supply

25. The Licence Holder shall be responsible for ensuring that all electrical installations are in a safe condition.
26. The Licence Holder will ensure that a person qualified to undertake such inspection and testing is competent to do so. The competent person shall carry out inspections of electrical installations and appliances at appropriate intervals and that any remedial works will be carried out in a reasonable time frame.
27. The Licence Holder will ensure that a valid Electrical Installation Condition Report that is not more than 5 years old is produced to the Council within 7 days of receiving a request in writing.
28. The Licence Holder will ensure that a copy of the electrical safety certificate is sent to the HMO licensing team at the appropriate periodic intervals.

Supplies

29. The Licence Holder shall ensure that the supply of water, gas or electricity to any residential premises is not unreasonably interrupted. For this purpose, the licence holder shall ensure:
 - a) That the apparatus for the supply and use of these services is maintained in good condition; and
 - b) Where the landlord pays for supplies, these supplies are not disconnected, or threatened with disconnection through non-payment of monies owed to the relevant statutory undertaker.
 - c) Where space heating and hot water are provided centrally and controlled by the landlord, these services should be made available to an extent which meets the reasonable needs of tenants in the premises.

Condition of Furniture and Electrical Appliances

30. The Licence Holder will ensure that all electrical appliances and furniture, made available by the Licence Holder are kept in a safe condition and regularly inspected, as part of a maintenance programme.
31. The Licence Holder will make a declaration as to the safety of electrical appliances and furniture made available by him, on demand from the Council.
32. The Licence Holder shall ensure any covers and fillings of cushions and pillows of upholstered furniture supplied by the licence holder, whether of new, replacement or second hand furniture and soft furnishings provided in the accommodation comply with the Furniture and Furnishings (Fire Safety) Regulations 1988 (as amended).

Fire Safety

33. The Licence Holder shall ensure that a smoke alarm is installed on each storey of the house on which there is a room used wholly or partly as living accommodation. 'Room' includes hall or landing. Bathroom and lavatory is to be treated as a room used as living accommodation. The minimum requirement is that each smoke alarm is a lithium battery smoke alarm with a minimum life of 10 years. Each alarm should meet the relevant European and British Standards. The Licence holder shall ensure that, on demand from the Council, a declaration is supplied as to the condition and positioning of such alarms.

NOTE: The standard in paragraph 32 is a minimum requirement and may not comply with the higher standard required for the hazard "Fire" under Part 1 of the Housing Act 2004. The most appropriate type of automatic fire detection system for the premises is that recommended in the LACORS guidance, "Housing-Fire Safety; Guidance on fire safety provisions for certain types of existing housing. The LACORS standard may be enforced by the Council if fire detection in the house is inadequate.
34. The Licence Holder shall ensure that smoke alarms are installed and positioned correctly in the house and are kept in proper working order.
35. The Licence Holder shall provide copies of inspection and test certificates for automatic fire alarm systems and emergency lighting to the Council annually.

Managing Anti-Social Behaviour

36. The Licence Holder will ensure that any anti-social behaviour committed by residents or their visitors, to anyone residing in or visiting the property is dealt with appropriately and effectively, in particular by investigating complaints thoroughly.

Where the Licence Holder determines these complaints to be justified they shall take all reasonable steps to resolve the issue. The following requirements must be complied with:

- a. The licence holder must not ignore or fail to take action if complaints of anti-social behaviour have been received about it or to or occupiers of the premises.
- b. Letters or records sent or received must be kept for 3 years by the licence holder.
- c. The licence holder must keep records of any meetings or telephone conversations or investigations regarding anti-social behaviour for 3 years.
- d. If a complaint is received or anti-social behaviour is discovered, the licence holder must contact the tenant within 14 days. The tenant must be informed of the allegations in writing and of the consequences of its continuation.
- e. When the antisocial behaviour continues, the licence holder must provide the tenant with a warning letter advising them of the possibility of eviction if their behaviour continues.
- f. Where the Licence holder believes that criminal activity is occurring the license holder shall inform the relevant authorities.
- g. If after 14 days of giving a warning letter the tenants has not taken steps to address the behaviour the licence holder shall take formal steps under the written statement of terms for occupation eg the tenancy agreement which shall include promptly taking legal eviction proceedings to address the anti-social behaviour.
- h. All correspondence shall be provided to the Council on demand.

Pest Control

37. If the licence holder becomes aware of a pest infestation he shall take steps to eradicate it by implementing a treatment programme. Records must be kept of any treatment and records submitted to the Council on demand.

Improving private rented housing

Have your say



We want to improve protection for private tenants and landlords in Hammersmith & Fulham.

Please let us know what you think.

A third of H&F residents rent their homes privately. We want to do more to protect them from bad landlords – and to protect good landlords from badly-behaving tenants.

We also want to help good landlords by creating a level playing field and discouraging bad landlords from operating in H&F.

We have five proposals to make things better.

1. Introduce ‘additional licencing’

Any “house in multiple occupation” (HMO) would need to apply to us for a licence. We can ensure it’s properly managed and not overcrowded.

2. Introduce ‘selective licencing’

Properties in parts of the borough with high levels of anti-social behaviour will need to apply to us for a licence. They’ll have to meet minimum tenancy and property standards. This will protect landlords, tenants and neighbouring residents.

3. Introduce an H&F private landlords’ rental charter

We want all landlords to sign up to the charter and commit to best practice in management, housing standards, charges, protecting tenants’ deposits and security of tenancies. Tenants will be attracted to H&F charter landlords because they’ll know they can have more confidence in them.

4. Revise minimum standards for HMOs

To ensure that HMOs are safe and not overcrowded, we’ll introduce new standards for management, safety, facilities and living space.

5. Set up a social lettings agency

This new type of agency will help residents on low or modest incomes find a home in the private rented sector and will help landlords find suitable tenants. It will incentivise landlords to let to benefit claimants by offering residents support to sustain their tenancies.



Please give us your views

Visit www.lbhf.gov.uk/improvingprivaterenting for more information and to respond to the consultation.

PRIZE DRAW

As a thank you, you’ll be entered into a prize draw to win one of three prizes of Marks & Spencer’s gift vouchers worth up to £100.



LBHF - Windows Internet Explorer provided by Hammersmith & Fulham

https://www.lbhf.gov.uk/


File Edit View Favorites Tools Help

Cam EH Col CP Google IHS MyCIEH NEWS Sch zone Water Weather Paws CP KNet Home - Resolution Found... Page Safety

h&f hammersmith & fulham

Facebook Twitter YouTube


Do it online All services My Account Language



Care service for old people in H&F praised in national report

The Community Independence Service which operates in H&F has been singled out as good practice.

19 July 2016
1 Comment
Health and care



Save Charing Cross Hospital

Watch the new Charing Cross Hospital campaign video.

18 March 2016 - 3:38pm

parking comes to H&F

News index


H&F Live

A Twitter list by @LBHF

Tweets from H&F Council and the Police.

H&F Council @LBHF

Help us make private renting better in H&F and you could win £100 M&S vouchers bit.ly/29Tts90



13m


H&F Council Retweeted

HCGA @HCGAGardens


lbhf.gov.uk/articles/news/...

Phoenix School students'...

More News



Summer in the City means free and low cost activities for young people



Start Oe P E W A

Applications 13:13 26/07/2016

https://www.lbhf.gov.uk/articles/news/2016/07/hc...

10 4. E-book: Developing Your M... h&f Help us make private rentin... Another council wants to set u...

h&f hammersmith & fulham

Facebook Twitter YouTube

Do it online All services My Account Language

Help us make private renting better in Hammersmith & Fulham

12 July 2016

Housing

H&F Council want to help landlords and tenants get along


Hammersmith & Fulham Council has come up five ideas to improve the private rental market and we want to know what you think.

We've launched a 12-week consultation and everyone who takes part will be put in a draw to win one of three Marks & Spencer vouchers with a top prize worth £100.

More than a third of homes in Hammersmith & Fulham are now rented from private landlords by over 27,500 tenants.

"We are determined to protect everyone involved – tenants and landlords – by supporting a fair and safe private rental sector," said Cllr Lisa Homan, H&F Cabinet Member for Housing.

"It is important we hear from everyone to get their views on these plans so that we can make the right decisions together."



4. Closure of Hammersmith Magistrates Court would be further blow to residents seeking justice

5. H&F primary school pupils impress the examiners in English and maths


News index

Top

13:24 12/10/2016

h&f Hammersmith & Fulham

Do it online ▾ All services ▾ My Account ▾ Language ▾



We prosecute bad landlords who make tenants' lives a misery

The five proposed improvements are:


- Additional licensing – any house in multiple occupation would need to apply for a licence so we can ensure it is properly managed and not overcrowded
- Selective licensing – properties in parts of the borough with high levels of anti-social behaviour will have to apply for a licence so we know they meet property and tenancy standards
- An H&F private landlords' rental charter – landlords can commit to our standards on housing conditions, charges protecting tenants deposits and security of tenancy, giving potential renters confidence
- New minimum standards for homes in multiple occupation – to ensure homes are safe and not overcrowded
- A new social lettings agency – to help residents on modest incomes find homes and help landlords find suitable tenants

Whether you're a landlord, tenant, or resident, you can visit www.lbhf.gov.uk/improvingprivaterenting to complete the consultation and find more information.

Share on [f](#) [G+](#) [in](#) [p](#) [t](#)

13:25 12/10/2016

LANDLORD SUPPLIERS DIRECTORY SIGN-UP TO OUR FREE NEWSLETTER



Search

MAKING SENSE OF LONDON PROPERTY LICENSING


LONDON PROPERTY LICENSING

SELECT BOROUGH RESOURCES NEWS & EVENTS SERVICES

News

Hammersmith & Fulham Council launch property licensing consultation

Tuesday, July 19, 2016 - Hammersmith & Fulham Council



AnthonyGold

Legal advice for landlords and letting agents

Let Your Property to the Council

CENTRAL HOUSING GROUP

- No Risk of Rent Arrears
- Protection Against

13:27 12/10/2016

Hammersmith & Fulham Council has launched a 12-week public consultation on five ideas to improve the private rental market and they want to know what you think.

According to the council, more than a third of homes in Hammersmith & Fulham are now rented from private landlords, providing housing for over 27,500 tenants. The council want to drive up standards in the private rented sector and tackle rogue landlords.

The five proposals out for consultation are:

- Introduction of additional licensing – every house in multiple occupation would need to apply for a licence so the council can ensure it is properly managed and not overcrowded
- Introduction of selective licensing – all private rented properties in about one fifth of the borough with high levels of anti-social behaviour would have to apply for a licence so the council know they meet property and tenancy standards
- A new H&F private landlords' rental charter – landlords can commit to the council's standards on housing conditions, charges protecting tenants deposits and security of tenancy, giving potential renters confidence
- New minimum standards for homes in multiple occupation – to ensure homes are safe and not overcrowded
- A new social lettings agency – to help residents on modest incomes find homes and help landlords find suitable tenants

We understand that everyone who takes part will be put in a draw to win one of three Marks & Spencer vouchers with a top prize worth £100.

CLlr Lisa Homan, H&F Cabinet Member for Housing said:

"We are determined to protect everyone involved – tenants and landlords – by supporting a fair and safe private rental sector. It is important we hear from everyone to get their views on these plans so that we can make the right decisions together."

Receive regular news updates from London Property Licensing

Subscribe now

#1 Convert PDF to Word

50%OFF Convert Any PDF to Word 1-Click Conversion, 100% Accurate

discount.wondershare.net

We understand that everyone who takes part will be put in a draw to win one of three Marks & Spencer vouchers with a top prize worth £100.

CLlr Lisa Homan, H&F Cabinet Member for Housing said:

"We are determined to protect everyone involved – tenants and landlords – by supporting a fair and safe private rental sector. It is important we hear from everyone to get their views on these plans so that we can make the right decisions together."

Whether you're a landlord, tenant, or resident, you can visit www.lbhf.gov.uk/improvingprivaterenting to complete the consultation and find more information. London Property Licensing is encouraging everyone to take part in the consultation exercise which is open until 30 September 2016.

Information on the current property licensing requirements in Hammersmith and Fulham is available at: www.londonpropertylicensing.co.uk/hammersmith-fulham

[< view all news](#)

50%OFF Convert Any PDF to Word 1-Click Conversion, 100% Accurate

discount.wondershare.net

UKinsuranceNET

The best possible property insurance solutions for you

Call now on 0844 875 5555 and Quote Ref: CL15

Competitive quotes from a selection of insurers.

Tweet Share 4 Share

Follow Us

[about](#) | [contact](#) | [newsletter sign-up](#) | [cookie policy](#) | [disclaimer](#) | [privacy policy](#) | [terms of use](#)

LettingAgentTODAY

SEARCH GO

STAY CONNECTED! f t in Over 20,000 followers and counting SIGN IN


ESTATE AGENT TODAY LETTING AGENT TODAY LANDLORD TODAY PROPERTY INVESTOR TODAY


News Features Trade Directory Archive

NEVER MANUALLY RECONCILE PAYMENTS AGAIN PayProp SHOW ME HOW

Another council wants to set up its own lettings agency

BREAKING NEWS
21 July 2016
1464 Reads 2 Comments


By Graham Norwood



Another local authority is aiming to set up its own 'social' lettings agency.

The proposal is one of five put forward by Hammersmith & Fulham council in London, and out for a 12-week public consultation.

The five proposals are:

- A private landlords' rental charter:

SEARCH ARTICLES BY KEYWORD GO

Better Managing
THE PROPERTY SOFTWARE GROUP
Jupix alto mypropertyfile
ZPG Zoopla Property Group

13:27 12/10/2016

Improving the Private Rented Sector in Hammersmith & Fulham

Background

Hammersmith & Fulham Council wants to achieve better outcomes for our residents in the private rented sector. The private rented sector in Hammersmith & Fulham has grown rapidly in the last ten years and now accounts for approximately 27,500 properties in the Borough, a third of the Borough's housing. It is likely that this trend is to continue leading to the private rented sector becoming the dominant housing provider. A notable proportion of private rented sector accommodation is provided by Houses in Multiple Occupation (HMO).

The increased demand and competition from tenants to find accommodation that is in short supply means that there is little market driven incentive for poor landlords to maintain minimum safe housing standards. It is reported that one in three private rented properties are 'non-decent' according to official measures. The Housing Act 2004 contains provisions for the introduction of a scheme of additional or selective licensing of private landlords in a local housing authority's area.

The Council believes that the introduction of a number of initiatives, including licensing schemes, would help the Council to work with landlords to ensure homes are safe and well managed through a set of minimum standard conditions.

Consultation on the impact of the options

Hammersmith & Fulham Council is required to consult with anyone who may be affected by the schemes and are inviting views from the wider public and neighbouring areas.

As a thank you for participating, you will be entered into a prize draw to win one of three prizes of Marks & Spencer's gift vouchers. The 1st prize is £100 in vouchers, 2nd prize of £50 in vouchers and a 3rd prize of £25 in vouchers.

We are consulting on five options (full details of the matters being considered are detailed in a consultation document which can be found here: [click here](#). The options being considered are:

Option 1: Introduce 'additional licensing'

Any "house in multiple occupation" (HMO) would need to apply to us for a licence. We can ensure it's properly managed and not overcrowded.

Option 2: Introduce 'selective licensing'

Properties in parts of the borough with high levels of anti-social behaviour will need to apply to us for a licence. They'll have to meet minimum tenancy and property standards. This will protect landlords, tenants and neighbouring residents.

Option 3: Introduce an H&F private landlords' rental charter

We want all landlords to sign up to the charter and commit to best practice in management, housing standards, charges, protecting tenants' deposits and security of tenancies. Tenants will be attracted to H&F charter landlords because they'll know they can have more confidence in them.

Option 4: Revise minimum standards for HMOs

To ensure that HMOs are safe and not overcrowded, we'll introduce new standards for management, safety, facilities and living space.

Option 5: Set up a social lettings agency

This new type of agency will help residents on low or modest incomes find a home in the private rented sector and will help landlords find suitable tenants. It will incentivise landlords to let to benefit claimants by offering residents support to sustain their tenancies.

Please give us your views.

If you have any queries, please email the council on phs@lbhf.gov.uk or Karen Etheridge, Research Manager at M·E·L Research on Freephone 0800 073 0348 or karen.etheridge@m-e-l.co.uk.

About you

Q1 Which of the following best describes you?

- 0 (0%) Business owner in a neighbouring borough
- 0 (0%) Resident in a neighbouring borough
- 1 (17%) Private landlord in a neighbouring borough
- 1 (17%) Letting/Managing agent in a neighbouring borough
- 4 (67%) Other (please specify below)
 - 3 (100%)

Q2 Which of the following best describes where you are based?

- 1 (17%) London Borough of Brent
- 0 (0%) London Borough of Ealing
- 2 (33%) London Borough of Hounslow
- 1 (17%) Royal Borough of Kensington and Chelsea
- 1 (17%) London Borough of Richmond upon Thames
- 1 (17%) London Borough of Wandsworth
- 0 (0%) Other
 - Other, please state below
 - 0 (0%)

Q2b Do you have a license in the borough you are based in?

- 0 (0%) Yes
- 1 (100%) No

Scheme proposals

Hammersmith & Fulham Council believe introducing a selective/additional licensing scheme would:

- a) Provide greater confidence in the private rented sector both for landlords and tenants and help dispel any poor image of the sector;
- b) Build partnership working with landlords and tenants to address anti-social behaviour (ASB) where behaviour links to the private rented sector;
- c) Improve management standards;
- d) Ensure a consistent and professional property management ethic among private landlords and take action against those landlords who persist in providing a poor standard of accommodation or whose tenants cause persistent levels of ASB;
- e) Create a level playing field to promote consistent standards and an understanding for tenants about what they can reasonably expect from their landlord so that informed choices can be made.
- f) Drive rogue landlords out of this sector, reduce the levels of anti-social behaviour in the borough, improve the local environment and improve storage and collection of waste, provide a strategic approach to managing this sector, provide a strategic approach to managing this sector

The Council is therefore considering the following options:

Scheme proposals: Option 1

Introduce ‘additional licensing’ on all HMO properties across Hammersmith & Fulham

This would require all private sector landlords to hold a license for each house in multiple occupation (HMOs), i.e. that is occupied by three or more non-related occupiers that share some basic facilities (such as a kitchen), and they would have to meet the necessary criteria in order to hold a licence.

This would provide safe homes for tenants to live in and allow the council to take action against landlords who provide a poor standard of accommodation.

Q3 What impact, if any, do you feel implementing an additional licensing scheme would have on you if it were introduced?

- 5 (71%) A positive impact
- 2 (29%) No impact
- 0 (0%) A negative impact
- 0 (0%) Don't know / not sure

Q4 Are there any other comments you would like to add?

2 (100%)

Scheme proposals: Option 2

Introduce ‘selective licensing’ on private rented properties in designated areas

This option would involve introducing a licencing scheme to designated areas in the borough which have been chosen based on evidence and consultation responses. All private sector landlords renting a property in the designated area would require a licence and have to meet the necessary criteria in order to hold a licence.

This would allow the Council to take action against landlords who provide a poor standard of accommodation or whose tenants cause persistent levels of anti-social behaviour

Q5 What impact, if any, do you feel implementing a selective licensing scheme on private rented properties in designated areas of the borough would have on you if it were introduced?

- 4 (57%) A positive impact
- 1 (14%) No impact
- 1 (14%) A negative impact
- 1 (14%) Don't know / not sure

Q6 Are there any other comments you would like to add?

2 (100%)

Scheme proposals: Option 3

Introduce a 'H&F private landlord's rental charter'

This option would be a voluntary scheme, which would see landlords encouraged to sign up to a rental charter, that commits them to following best practice on rents, housing standards, charges, tenants' deposit protection and security of tenure. The scheme would be free of charge, but by signing up to the charter, landlords could get £50 off a licence fee.

The proposal aims to be light touch and the Council will not verify that landlords are upholding the principles set out in the charter. However, landlords who have signed the charter but do not uphold to the principles will have their chartered status removed if an inspecting Council officer has cause to, subject to review.

Q7 What impact, if any, do you feel a Hammersmith & Fulham landlord's rental charter would have on you?

- 3 (43%) A positive impact
- 3 (43%) No impact
- 1 (14%) A negative impact
- 0 (0%) Don't know / not sure

Q8 Are there any other comments you would like to add?

2 (100%)

Scheme proposals: Option 4

Introduce revised HMO minimum standards

This would set out new local standards to ensure that accommodation is maintained above minimum national standards. This would provide information to landlords on what is required of them, including the management, safety, facilities and living space for the occupiers.

This would allow the Council to work with landlords to ensure homes are safe and well managed through a set of minimum standard conditions.

Q9 What impact, if any, do you feel implementing revised HMO minimum standards would have on you if it were introduced?

- 3 (43%) A positive impact
- 2 (29%) No impact
- 1 (14%) A negative impact
- 1 (14%) Don't know / not sure

Q10 Are there any other comments you would like to add?

2 (100%)

Scheme proposals: Option 5

Introduce a social letting agency

This option would be run by the Council, to better represent and advise its residents. In particular, it would look to assist residents on low or modest incomes to overcome the barrier to accessing homes in the private rented sector and help landlords in this part of the market find suitable tenants.

This would ensure that there are safe homes for tenants to live in and would provide tenants with consistent information regarding the standards of accommodation that the Council regards as acceptable.

Q11 What impact, if any, do you feel implementing a social letting agency would have on you?

- 4 (57%) A positive impact
- 2 (29%) No impact
- 0 (0%) A negative impact
- 1 (14%) Don't know / not sure

Q12 Are there any other comments you would like to add?

2 (100%)

Other suggestions and commentsScheme proposals: Option 6

Keep things as they are

The council could keep things as they are and not implement any of the above shemes, meaning the existing structures in place would remain.

Q13 What impact, if any, do you feel the proposal to keep things as they are would have on you?

- 0 (0%) A positive impact
- 3 (43%) No impact
- 2 (29%) A negative impact
- 2 (29%) Don't know / not sure

Q14 Are there any other comments you would like to add?

2 (100%)

Q15 Please provide any additional comments you wish to make about this consultation below. We are particularly keen to hear any other ideas you may have to address any issues experienced with private rented properties in Hammersmith & Fulham.

3 (100%)

About you

This last section asks you some questions about yourself so we can fully understand different people's views and experiences.

Q16 How old are you?

0 (0%) 18-24

1 (14%) 25-34

0 (0%) 35-44

4 (57%) 45-54

0 (0%) 55-64

1 (14%) 65 and over

1 (14%) Prefer not to say

Q17 What is your current working status?

5 (71%) Employed (full or part time)

1 (14%) Self-employed

0 (0%) Out of work

0 (0%) Looking after the home or family

0 (0%) Unable to work/long term sick

0 (0%) Retired

0 (0%) Full time student

1 (14%) Other

Q18 Are you....

4 (57%) Male

3 (43%) Female

Q19 Is your gender identity the same as the gender you were assigned at birth?

6 (86%) Yes

0 (0%) No

1 (14%) Prefer not to say

Q20 As a woman, are you.....?

- 1 (33%) Pregnant
- 0 (0%) On maternity leave
- 0 (0%) Returning from maternity leave
- 0 (0%) Prefer not to say
- 2 (67%) Not applicable

Q21 What is your marital status?

- 4 (67%) Married/Civil Partnership
- 0 (0%) Divorced
- 2 (33%) Single
- 0 (0%) Widowed
- 0 (0%) Other

Q22 Which of the following best describes your sexual orientation?

- 1 (17%) Bisexual
- 0 (0%) Gay/Lesbian
- 5 (83%) Heterosexual/Straight

Q23 What is your ethnic background?

- | | |
|--|---------------------------------------|
| 4 (67%) White: English/ Welsh/ Scottish/ Northern Irish/ British | 0 (0%) Asian: Pakistani |
| 1 (17%) White: Irish | 0 (0%) Asian: Bangladeshi |
| 0 (0%) White: Gypsy or Irish Traveller | 0 (0%) Asian: Chinese |
| 0 (0%) White: Other | 0 (0%) Asian: Other |
| 0 (0%) Mixed: White and Black Caribbean | 0 (0%) Black: African |
| 0 (0%) Mixed: White and Black African | 1 (17%) Black: Caribbean |
| 0 (0%) Mixed: White and Asian | 0 (0%) Black: Other |
| 0 (0%) Mixed: Other | 0 (0%) Other: Arab |
| 0 (0%) Asian: Indian | 0 (0%) Other: Other ethnic background |
| | 0 (0%) Prefer not to say |

Q24 What is your religion or belief?

- 0 (0%) Buddhist
- 5 (83%) Christian
- 0 (0%) Hindu
- 0 (0%) Jewish
- 1 (17%) Muslim
- 0 (0%) Sikh
- 0 (0%) Other
- 0 (0%) No religion

Disability

The Equality Act 2010 defines a disabled person as a person who has a disability. A person has a disability if he or she has a physical or mental impairment which has a substantial and long term adverse effect on (his or her) ability to carry out normal day to day activities.

Q Do you consider yourself to be a disabled person?

25 (0%) Yes

6 (100%) No

Q If yes, is your disability related to any of the following: (Please tick all that apply)

26 (0%) Learning Disability (e.g. dyslexia, dyspraxia)

0 (0%) Long term illness/health condition (e.g. asthma, diabetes, epilepsy, Multiple Sclerosis)

0 (0%) Sensory Impairment (e.g. Blind, Deaf, Glaucoma, hearing impairment, visual impairment)

0 (0%) Mental Health Condition (e.g. anorexia, depression, schizophrenia)

0 (0%) Physical Impairment (e.g. amputation, wheelchair user, manual dexterity issues)

0 (0%) Cognitive Impairment (e.g. Autism, Aspergers Syndrome, head injury)

0 (0%) Other (Please specify if you wish)

0 (0%)

Thank you

If you would like Hammersmith & Fulham Council to keep you informed about this consultation, please provide your contact details below. All personal information you provide will be held in accordance with provisions of the Data Protection Act 1998 and only used for administration of this consultation. It will not be disclosed to any third party.

Name: 6 (100%)

Address: 6 (100%)

Postcode: 6 (100%)

Phone number(s): 4 (100%)

Email address: 6 (100%)

Check If you would like to be included in the free prize draw, please tick below.

4 (100%) Yes, please include me in the prize draw.

If you have any queries, please email the council on phs@lbhf.gov.uk or Karen Etheridge, Research Manager at M·E·L Research on Freephone 0800 073 0348 or karen.etheridge@melresearch.co.uk.

PLEASE CLICK THE 'SUBMIT' BUTTON BELOW

30th September 2016



By email: phs@lbhf.gov.uk

Private Housing and Health Service
London Borough of Hammersmith and Fulham
1st Floor Town Hall Extension
King Street
LONDON W6 9JU

1 Roebuck Lane,
Sale, Manchester M33 7SY
Tel: 0845 666 5000
Fax: 0845 665 1845
Email: info@rla.org.uk
Website: www.rla.org.uk
Facebook: [TheRLA](https://www.facebook.com/TheRLA)
Twitter: [@RLA_News](https://twitter.com/RLA_News)

Improving Private Rented Housing – Consultation Response

Thank you for the opportunity to respond to the above consultation.

The RLA believes that the Council is premature on bringing forward proposals for additional and selective licensing, and seeking to review HMO standards locally.

As the consultation document briefly notes, the Westminster Government is currently reviewing the scope of mandatory HMO licensing. We believe it would be better for the council to await the outcome of this review, as its recommendations may well address concerns without the need for an expensive local licensing scheme. It may also introduce new standards for mandatory HMOs that satisfy the council.

Likewise, the Housing and Planning Act 2016 will give local authorities substantial new powers to tackle breaches of housing legislation and drive the criminal operators from the sector. The RLA believes the council should wait until the impact of these new powers can be assessed before pressing on with more regulation in the form of selective licensing.

Should the council decide to proceed to formal consultation on either or both licensing proposals the RLA will make a detailed submission at that time.

Yours Sincerely

John Stewart

POLICY MANAGER



National Landlords Association:

Response to Hammersmith and Fulham Council proposal for Selective and Additional Licensing

September 2016

Introduction:

1. The National Landlords Association (NLA) exists to protect and promote the interests of private residential landlords.
2. The NLA represents more than 62,000 individual landlords from around the United Kingdom. We provide a comprehensive range of benefits and services to our members and strive to raise standards within the private rented sector (PRS).
3. The NLA seeks a fair legislative and regulatory environment for the private rented sector while aiming to ensure that landlords are aware of their statutory rights and responsibilities.
4. The NLA would like to thank Hammersmith Council for providing the opportunity to comment on the Selective and Additional Licensing consultation.

Executive Summary:

5. Having considered the evidence presented and having undertaken its own evaluation of the circumstances faced by the residents of Hammersmith, the NLA's position can be summarised by the following brief points:
 - Landlords have very limited authority to deal with matters related to anti-social behaviour (ASB).
 - You fail to provide evidence or a link between recorded housing crime and the private rented sector.
 - The scheme will lead to a further displacement of problem tenants in the Hammersmith area.
 - The documentation provided also fails to indicate that sufficient funding will be available to support the functions necessary to support licensing.
 - Why have the Council gone ahead with the consultation on additional licensing prior to the Government ruling on the definition of HMO.
 - How will the Council prevent malicious ASB claims being made that could potentially result in tenants losing their tenancies?
6. The NLA contends that the flaws outlined below in the process and proposals must be rectified prior to making any attempt to progress this application. Furthermore, once the necessary data has been identified and provided, this consultation exercise should be repeated (if permissible), ensuring engagement with all relevant stakeholders.

General Feedback on Proposals:

7. The ability to introduce licensing is a powerful tool. If used correctly by Hammersmith Council it could resolve specific issues. The NLA has supported many local authorities when licensing schemes have been introduced, if they will benefit landlords, tenants and the community.
8. The legislation in relation to Selective and Additional Licensing clearly states that the introduction of licensing has to be evidence based. This evidence must support the argument presented by the

Council, but the NLA would argue that there is no real case for the introduction of licensing as proposed. You present an argument about criminal activity but this is not expressly linked by the evidence to the private rented sector. Indeed, you make an assumption without any real evidence about the link between criminal activity and the private rented sector.

9. The NLA believes that any regulation of the private rented sector needs to be balanced. Additional regulatory burdens should focus on increasing the professionalism of landlords, the quality of the private rented stock and driving out the criminal landlords who blight the sector. These should be the shared objectives of all the parties involved to facilitate the best possible outcomes for landlords and tenants alike and, as such, good practice should be recognised and encouraged in addition to the required focus on enforcement activity. This is not the case here.
10. In addition, the proposal does not take into account rent to rent, or those that exploit people (tenants and landlords), as criminals will always play the system. There is no provision for those landlords who have legally rented out a property, which is then illegally sublet. The Council is not allocating resources to tackle the problems that criminals will cause; landlords are often victims just as much as tenants. The Council has not taken into account either how Newham Council reorganised their council service and allocated additional resources to help tenants and landlords. However, here, the Council is saying that the schemes can be delivered within the fees of the scheme, but this has been shown across the country not to work. Therefore, unless the Council is willing to allocate resources, the scheme cannot deliver what it hopes to achieve.
11. Landlords are usually not experienced and do not have a professional capacity that would allow them to be able to resolve mental health issues or drug and alcohol dependency. If there are allegations about a tenant causing problems (ASB), even if the tenant has the above issues, a landlord ending the tenancy will have dispatched their obligations under the discretionary licensing scheme. This moves the problems around Hammersmith but does not actually help the tenant, who could become lost within the system. There is no obligation within discretionary licensing for the landlord to solve the ASB allegation, rather a landlord has a tenancy agreement with the tenant and this is the only thing they can legally enforce.
12. Hammersmith Council has many existing powers. Section 57 (4) of the Housing Act 2004 states that a local authority “must not make a particular designation ... unless (a) they have considered whether there are any other courses of action available to them ... that might provide an effective method of Hammersmith with the problem or problems in question”. The use of these powers listed below by the Council shows that the Council already has powers that can be used to rectify the problems and hence the ability to tackle many of the issues that they wish to overcome in all parts of the city:
 - a) Use of Criminal Behaviour Orders;
 - b) Crime Prevention Injunctions;
 - c) Interim Management Orders;
 - d) Empty Dwelling Management Orders;
 - e) Issuing improvement notices to homes that don't meet the decent homes standard;
 - f) Directions regarding the disposal of waste (for example, under Section 46 of the Environmental Protection Act 1990);

- g) Litter abatement notices under Section 92 of the Environmental Protection Act 1990;
 - h) Powers under the Noise Act 1996 to serve fixed penalty notices or to confiscate equipment (Sections 8 and 10);
 - i) The power to require rubbish to be removed from land under Sections 2–4 of the Prevention of Damage by Pests Act 1949.
13. Landlords will outline to tenants at the start of the tenancy their obligations in relation to noise, just as they do with waste and what they have to do to comply with the relevant laws and with a view to respecting their neighbours. The landlord can only manage a tenant based on the contract for living in the rented property. In the case of noise, the council would need to inform the landlord that the tenant's noise is in excess. The power that a landlord has then is either to warn the tenant or to end the tenancy. If the allegation is false or disingenuous, how is the landlord to know? If the same allegation is made on more than one occasion, the landlord may still be ending the tenancy on the basis of an unproven allegation. This does not solve the problem but rather moves the problem around the Borough. The same applies to waste and ASB issues.
14. The risk of introducing licensing is likely to increase the costs for those renting, along with not resolving the problems that the Council wishes to resolve, and likely moving the issue around the Borough. The issues are thus not fully dealt with but instead are displaced to new landlords, as none of the issues are recoded as crimes or will result in ASB orders, so the issue will not show up in references. If Hammersmith were to take a more erudite approach with regard to nuisance issues and developed a separate policy to tackle criminal landlords, this would be more applicable and more likely to result in resolving the issues.

Negative Impacts of Discretionary Licensing:

15. One of the dangers of the proposed Additional and Selective Licensing scheme is that the costs will be passed on to tenants, thus increasing the costs for those who rent in Hammersmith, along with increasing the Council's costs. The increasing costs to Hammersmith residents would particularly hit hard the most vulnerable and least able to tolerate a marginal increase in their cost of living. Also, the Council has failed to explain that, as well as the Council's costs for the licence, the landlords costs will likely be covered by a rise in rents. The failure to explain this shows a lack of understanding of how the private rented sector works.
16. The Council is already placing people out of the Borough, and by introducing such a scheme, which will see an increase in costs for renting, a further displacement of tenants across the southeast is likely. Has this been explained to members and to the public?
17. Areas that have been subject to the introduction of Additional and Selective Licensing have seen lenders withdraw mortgage products, reducing the options to landlords reliant on finance. Downstream, this increases landlords' overheads and subsequently the costs for tenants rise. The current consultation documentation does not appear to reference this possibility or to invite contributions from financial institutions to address this aspect. As affected stakeholders, this would appear unwise and potentially damaging to the application process and scheme implementation.

18. Hammersmith Council, by proposing the introduction of licensing, is implying that there are social problems that could deter investment in the area. However, there is no acknowledgement of the impact that the stigmatisation of discretionary licensing would likely have on the effected locality. This should be explored and detailed in the evidence case supporting this application. The NLA would assert that failure to provide such information is an indication of a substandard and ultimately superficial consultation exercise.

Resources

19. Often cited as an exemplar, Newham Council has spent an additional £4 million outside what the licence fee brings in on additional staff, which has resulted in a prosecution rate of >1% of landlords. However, while the London Borough has <37,000 registered landlords, it has so far only banned 18, and prosecuted only 560 landlords and 600 tenants. It operates a joined-up approach with police and drills down to a street-by-street basis. Does Hammersmith Council propose adopting a similar approach? If not, how will their approach be different and more successful?
20. Often when tenants near the end of their contract/tenancy and they are in the process of moving out, they will dispose of excess waste by a variety of methods, which often includes putting it out on the street for the Council to collect. A waste strategy for the collection of excess waste at the end of tenancies needs to be considered by local authorities with a large number of private rented sector properties in areas. This is made worse when councils will not allow landlords to access municipal waste collection points. The NLA would be willing to work with the Council to help them develop this strategy.
21. The social housing sector has made many efforts to remove problem tenants (2/3rd of all court evictions were from the social sector). How does the Council expect landlords to solve the issues of these tenants when the professional sector has failed?

Current Law

22. There are currently over 100 pieces of legislation that a landlord has to comply with. The laws that the private rented sector has to comply with can be easily misunderstood. A landlord is expected to give the tenant a “quiet enjoyment”, failure to do so could result in a harassment case being brought against the landlord. Thus, the law that landlords have to operate within is not fully compatible with the aims that the Council hope for. A landlord keeping a record of a tenant could be interpreted as harassment.
23. The introduction of licensing is to tackle specific issues, where many of these are tenant related and not to do with the property/landlord. Thus, the challenge is for local authorities to work with all the people involved and not to just blame one group – landlords. The NLA is willing to work in partnership with the Council and can help with developing tenant information packs, assured short hold tenancies, and accreditation of landlords, along with targeting the worst properties in an area.

24. The NLA would also argue that a problem encompassing a few poorly managed and/or maintained properties would not be appropriately tackled by a licensing scheme, which is not proportional. In many situations, the Council should consider Enforcement Notices and Management Orders. The use of such orders would deliver results immediately – why instead does the Council wish to do this over five years? Adopting a targeted approach on a street-by-street approach, targeting the specific issues and working in a joined-up fashion with other relevant agencies, such as the Council, community groups, tenants and landlords, would have a much greater impact.
25. The NLA agrees that some landlords, most often due to ignorance rather than criminal intent, do not use their powers to manage their properties effectively. A more appropriate response therefore would be to identify issues and to assist landlords. This could allow Hammersmith Council to focus on targeting the criminal landlords – where a joint approach is required.
26. The NLA would also like to see Hammersmith Council develop a strategy that could also include action against any tenants that are persistent offenders. These measures represent a targeted approach to specific issues, rather than a blanket-licensing scheme that would adversely affect the professional landlords and tenant alike, while still leaving the criminal able to operate under the radar. Many of the problems are caused by mental health and drink and drug issues, these are issues that landlords cannot resolve and will require additional resources from the Council.
27. The Council should consider alternative schemes, such as the Home Safe Scheme in Doncaster and SEAL in Southend. Both schemes offer alternatives that the Council has not reviewed.

Consultation Critique:

28. In relation to ASB reduction and the authority a landlord has to tackle such activity within their properties, it should be pointed out that landlords and agents can only enforce a contract. They cannot manage behaviour (ref: House of Commons briefing note SN/SP 264 paragraph 1.1). In most circumstances, the only remedy available to landlords confronted with cases of serious ASB in one of their properties will be to seek vacant possession and in many instances they will need to serve a Section 21 notice rather than a Section 8 notice identifying the grounds for possession. The former is simpler and cheaper and repossession (at present) is more certain. No reason needs be given for serving a Section 21 notice and the perpetrator tenant can then hypothetically approach the local authority for assistance to be re-housed (ref: Homelessness Guidelines cl 8.2). Crucially, no affected party need offer evidence against an anti-social householder, thereby reducing the risk of intimidation, harassment and ultimately unsuccessful possession claims. The issue of ASB will thus not appear as a factor in the repossession. In providing evidence to support a licensing application, the document should clarify for the respondents the position of all the relevant issues under landlord and tenant law.
29. At no point in the document does the Council illustrate their argument for either Additional or Selective Licensing with examples of cases where a landlord has refused to engage with authorities after being approached and being made aware that there is an issue to be investigated in relation to their tenants. In this respect, the Council has relied purely on inferring a correlation between a crime and the private rented sector, but at no point does it provide any evidence. It is submitted that this

approach is wholly inappropriate for the consultation process as it does not empower participants to give truly informed responses. We would therefore contend that the required consultation process is irrevocably faulty.

30. It is also worrying how little reference to the economic impact of increasing the cost of housing provision will have on the local community. We wish to understand how the Council believes increasing said costs would benefit those on fixed incomes. The logic of this assertion is not clearly explained and will arguably lead to incorrect conclusions on the part of those stakeholders relying on the Council to inform their input into this consultation.

Requests for Supplementary Information:

31. The NLA is extremely concerned about the gaps in evidence and justification that occur throughout the licensing proposal.
32. The NLA would like to understand the Council's reasoning on how charging people more to live in rented accommodation will improve housing. Given that successive governments have attempted to address the issue of anti-social behaviour, using significant resources to underpin structural causes, it seems unreasonable to contend that the licensing of private property will succeed. Could the Council provide evidence to support this assumption, especially given they have not committed the extra resources required as evidenced in Newham?
33. Newham has allocated money from the general fund for enforcement and received money from central government, how much money does the Council envisage will be required for these new services?
34. Clarification on the Council's policy, in relation to helping a landlord when a Section 21 notice is served, is required within the proposed Selective Licensing scheme. It would be useful if the Council could put in place a guidance document before the introduction of the scheme to outline the Council's position in helping landlords remove tenants who are causing anti-social behaviour.
35. The NLA would like further explanation on how the Council will work with landlords to mitigate the issue of tenants leaving a property early but where they still have a tenancy. If a landlord has challenges with a tenant, how will the Council help the landlord?
36. With the requirement for formal referencing ahead of new tenancy contracts, delays are likely for prospective tenants, along with the inevitable difficulty some people will have in getting a tenancy. Could you provide the equalities and diversity assessment that the Council has undertaken into referencing? What communication has the Council had with RSL's concerning the provision of referencing, including social housing providers that neighbour Hammersmith Council? Also, how have neighbouring councils reacted in response to the proposed requirement to provide references?
37. What provision is there for people who are first-time renters and who will thus not be able to get a reference to access decent housing? Will the Council undertake to fill the supply gap created by private landlords complying with licensing requirements?

38. Could the Council provide a breakdown of the ASB? Could this also be sub-divided into ASB that is proven to be housing related?

Levels of support for proposals by V1(1~3): V2:V3:V4:V5:V6:V7:V8:V9:V10

Break % Respondents	Total	Survey source			Gender		Age band						
		Doorstep survey	HMO survey	Online survey	Male	Female	18-24	25-34	35-44	45-54	55-64	65 and over	Prefer not to say
Base	1977	1077	796	104	1033	942	415	694	279	212	171	195	11
Levels of support for proposals													
Additional licensing scheme - support fully/partially	69%	71%	66%	65%	67%	71%	67%	65%	70%	73%	76%	72%	64%
Additional licensing scheme - do not support	24%	20%	29%	30%	27%	21%	26%	28%	23%	22%	19%	16%	27%
	-	-	-	-	-	-	-	-	-	-	-	-	-
Selective licensing scheme - support fully/partially	57%	55%	58%	68%	56%	58%	57%	57%	54%	57%	60%	57%	55%
Selective licensing scheme - do not support	35%	35%	36%	28%	36%	33%	33%	37%	35%	39%	32%	29%	45%
	-	-	-	-	-	-	-	-	-	-	-	-	-
Private landlord's rental charter - support fully/partially	60%	55%	65%	68%	59%	61%	65%	62%	59%	58%	53%	49%	64%
Private landlord's rental charter - do not support	27%	29%	23%	26%	29%	24%	20%	26%	24%	35%	33%	30%	36%
	-	-	-	-	-	-	-	-	-	-	-	-	-
Revised HMO minimum standards - support fully/partially	76%	71%	82%	73%	73%	78%	78%	78%	77%	72%	75%	66%	82%
Revised HMO minimum standards - do not support	17%	18%	14%	20%	19%	14%	14%	17%	16%	21%	17%	18%	18%
	-	-	-	-	-	-	-	-	-	-	-	-	-
Introduce a social letting agency - support fully/partially	67%	64%	71%	67%	65%	69%	69%	68%	66%	67%	70%	60%	73%
Introduce a social letting agency - do not support	19%	22%	16%	22%	21%	17%	16%	20%	18%	20%	22%	22%	9%
	-	-	-	-	-	-	-	-	-	-	-	-	-
Keep things as they are - support fully/partially	51%	44%	63%	37%	54%	48%	57%	56%	47%	50%	40%	42%	45%
Keep things as they are - do not support	38%	43%	27%	54%	36%	39%	32%	34%	42%	42%	48%	43%	27%

Levels of support for proposals by V1(1~3): V2:V3:V4:V5:V6:V7:V8:V9:V10

Break % Respondents	Total	Gender same as at birth			Pregnancy and maternity					Marital status					
		Yes	No	Prefer not to say	Pregnant	On maternity leave	Returning from maternity leave	Prefer not to say	Not pregnant or on maternity leave	Married/Civil Partnership	Divorced	Single	Widowed	Other	Prefer not to say
Base	1977	1926	33	17	21	11	10	63	833	551	75	1125	66	64	94
Levels of support for proposals															
Additional licensing scheme - support fully/partially	69%	69%	79%	59%	76%	82%	90%	75%	71%	71%	75%	67%	76%	81%	62%
Additional licensing scheme - do not support	24%	24%	12%	35%	24%	9%	10%	16%	21%	23%	15%	26%	6%	14%	30%
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selective licensing scheme - support fully/partially	57%	57%	70%	41%	38%	73%	60%	63%	58%	53%	65%	57%	68%	80%	52%
Selective licensing scheme - do not support	35%	35%	15%	53%	48%	18%	30%	22%	34%	37%	24%	36%	17%	14%	41%
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Private landlord's rental charter - support fully/partially	60%	60%	45%	35%	62%	55%	60%	63%	60%	57%	56%	62%	55%	66%	53%
Private landlord's rental charter - do not support	27%	26%	27%	29%	24%	18%	20%	17%	25%	31%	25%	25%	21%	22%	33%
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revised HMO minimum standards - support fully/partially	76%	76%	82%	65%	62%	100%	80%	89%	78%	72%	79%	77%	74%	84%	69%
Revised HMO minimum standards - do not support	17%	17%	15%	18%	29%	-	10%	5%	15%	21%	13%	16%	6%	8%	22%
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Introduce a social letting agency - support fully/partially	67%	67%	70%	71%	67%	45%	80%	78%	69%	64%	65%	69%	65%	77%	60%
Introduce a social letting agency - do not support	19%	19%	18%	18%	24%	36%	-	8%	18%	23%	19%	18%	15%	9%	23%
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Keep things as they are - support fully/partially	51%	51%	55%	53%	57%	18%	40%	37%	49%	47%	43%	55%	30%	48%	59%
Keep things as they are - do not support	38%	38%	36%	35%	19%	73%	50%	40%	39%	43%	43%	35%	47%	42%	23%

Levels of support for proposals by V1(1~3): V2:V3:V4:V5:V6:V7:V8:V9:V10

Break % Respondents	Total	Ethnicity						religion or belief									Has disability	
		White	White Others	Mixed	Asian	Black	Any Other	Buddhist	Christian	Hindu	Jewish	Muslim	Sikh	Other	No religion	Prefer not to say	Yes	No
Base	1977	994	532	60	152	140	47	18	724	20	4	110	3	49	888	155	164	1811
Levels of support for proposals																		
Additional licensing scheme - support fully/partially	69%	69%	67%	73%	66%	73%	68%	67%	70%	70%	75%	73%	-	82%	67%	68%	68%	69%
Additional licensing scheme - do not support	24%	25%	26%	18%	22%	21%	21%	22%	23%	30%	25%	19%	67%	12%	26%	23%	17%	25%
Selective licensing scheme - support fully/partially	57%	57%	55%	60%	57%	58%	62%	56%	56%	60%	100%	60%	33%	51%	56%	64%	53%	57%
Selective licensing scheme - do not support	35%	37%	35%	30%	29%	31%	23%	39%	36%	40%	-	27%	33%	27%	36%	29%	35%	35%
Private landlord's rental charter - support fully/partially	60%	60%	62%	62%	57%	53%	57%	56%	58%	55%	75%	62%	67%	57%	62%	53%	55%	60%
Private landlord's rental charter - do not support	27%	28%	23%	22%	24%	29%	23%	28%	30%	40%	25%	19%	33%	14%	24%	32%	25%	27%
Revised HMO minimum standards - support fully/partially	76%	75%	77%	72%	76%	73%	83%	78%	75%	65%	75%	76%	67%	82%	76%	74%	74%	76%
Revised HMO minimum standards - do not support	17%	18%	16%	17%	13%	17%	13%	11%	18%	30%	25%	13%	-	4%	17%	17%	15%	17%
Introduce a social letting agency - support fully/partially	67%	68%	65%	72%	60%	69%	68%	78%	65%	55%	75%	66%	67%	80%	68%	64%	65%	67%
Introduce a social letting agency - do not support	19%	21%	20%	15%	17%	16%	15%	11%	22%	30%	25%	15%	33%	6%	19%	17%	19%	20%
Keep things as they are - support fully/partially	51%	51%	54%	45%	50%	44%	49%	67%	48%	60%	50%	46%	33%	31%	55%	52%	40%	52%
Keep things as they are - do not support	38%	39%	34%	45%	38%	41%	36%	28%	41%	35%	25%	39%	33%	49%	35%	35%	45%	37%

Levels of support for proposals by V1(1~3): V2:V3:V4:V5:V6:V7:V8:V9:V10

Break % Respondents	Total	Sexual orientation			
		Bisexual	Gay/Lesbian	Heterosexual/Straight	Prefer not to say
Base	1977	10	44	1774	144
Levels of support for proposals					
Additional licensing scheme - support fully/partially	69%	80%	80%	68%	69%
Additional licensing scheme - do not support	24%	10%	11%	25%	24%
	-	-	-	-	-
Selective licensing scheme - support fully/partially	57%	60%	75%	57%	54%
Selective licensing scheme - do not support	35%	20%	18%	35%	40%
	-	-	-	-	-
Private landlord's rental charter - support fully/partially	60%	70%	64%	60%	58%
Private landlord's rental charter - do not support	27%	10%	20%	26%	31%
	-	-	-	-	-
Revised HMO minimum standards - support fully/partially	76%	90%	82%	75%	78%
Revised HMO minimum standards - do not support	17%	-	9%	17%	17%
	-	-	-	-	-
Introduce a social letting agency - support fully/partially	67%	80%	68%	67%	62%
Introduce a social letting agency - do not support	19%	10%	20%	19%	26%
	-	-	-	-	-
Keep things as they are - support fully/partially	51%	60%	36%	51%	53%
Keep things as they are - do not support	38%	30%	59%	37%	33%

Impact of proposals by V1(1~3): V2:V3:V4:V5:V6:V7:V8:V9:V10

Break %	Respondents	Survey source			Gender		Age band						
		Total	Doorstep survey	HMO survey	Online survey	Male	Female	18-24	25-34	35-44	45-54	55-64	65 and over
Base	1957	1060	794	103	1027	928	414	687	276	211	170	188	11
Impact of proposals													
	52%	60%	42%	40%	49%	55%	46%	46%	57%	63%	59%	57%	64%
Additional licensing scheme - positive impact	18%	14%	23%	20%	20%	16%	21%	20%	14%	13%	17%	19%	9%
Additional licensing scheme - no impact	20%	15%	26%	25%	22%	17%	21%	25%	19%	17%	15%	8%	18%
Additional licensing scheme - negative impact	-	-	-	-	-	-	-	-	-	-	-	-	-
Selective licensing scheme - positive impact	40%	42%	37%	45%	38%	42%	38%	39%	42%	43%	41%	43%	45%
Selective licensing scheme - no impact	18%	16%	21%	19%	19%	17%	18%	18%	13%	20%	23%	18%	18%
Selective licensing scheme - negative impact	30%	28%	33%	20%	31%	28%	30%	33%	32%	29%	24%	22%	27%
	-	-	-	-	-	-	-	-	-	-	-	-	-
Private landlord's rental charter - positive impact	35%	38%	29%	40%	33%	36%	31%	35%	38%	41%	32%	31%	36%
Private landlord's rental charter - no impact	32%	25%	41%	35%	33%	30%	37%	34%	24%	27%	32%	31%	18%
Private landlord's rental charter - negative impact	16%	18%	14%	11%	18%	14%	13%	15%	20%	22%	18%	14%	9%
	-	-	-	-	-	-	-	-	-	-	-	-	-
Revised HMO minimum standards - positive impact	61%	60%	64%	51%	59%	64%	62%	64%	63%	59%	61%	51%	64%
Revised HMO minimum standards - no impact	16%	15%	17%	24%	17%	16%	14%	15%	16%	17%	18%	23%	18%
Revised HMO minimum standards - negative impact	12%	12%	13%	16%	14%	10%	12%	14%	11%	14%	10%	9%	-
	-	-	-	-	-	-	-	-	-	-	-	-	-
Introduce a social letting agency - positive impact	48%	51%	45%	40%	46%	50%	47%	47%	50%	50%	49%	46%	36%
Introduce a social letting agency - no impact	21%	16%	27%	36%	22%	20%	22%	22%	19%	20%	24%	21%	27%
Introduce a social letting agency - negative impact	14%	16%	13%	9%	16%	13%	13%	15%	15%	15%	15%	13%	9%
	-	-	-	-	-	-	-	-	-	-	-	-	-
Keep things as they are - positive impact	21%	23%	18%	20%	21%	20%	17%	21%	23%	24%	21%	24%	-
Keep things as they are - no impact	37%	28%	50%	32%	41%	33%	41%	42%	33%	28%	32%	31%	36%
Keep things as they are - negative impact	27%	31%	19%	42%	25%	29%	21%	24%	30%	36%	33%	24%	27%

Impact of proposals by V1(1~3): V2:V3:V4:V5:V6:V7:V8:V9:V10

Break %	Respondents	Gender same as at birth			Pregnancy and maternity					Marital status					
		Yes	No	Prefer not to say	Pregnant	On maternity leave	Returning from maternity leave	Prefer not to say	Not pregnant or on maternity leave	Married/Civil Partnership	Divorced	Single	Widowed	Other	Prefer not to say
	Total														
Base	1957	1907	33	16	21	11	9	63	820	543	75	1119	63	64	91
Impact of proposals															
Additional licensing scheme - positive impact	52%	52%	42%	44%	71%	73%	78%	52%	54%	58%	61%	48%	65%	61%	40%
Additional licensing scheme - no impact	18%	18%	45%	19%	10%	-	22%	16%	17%	15%	15%	20%	13%	16%	24%
Additional licensing scheme - negative impact	20%	20%	-	31%	19%	18%	-	11%	18%	19%	11%	22%	2%	9%	23%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selective licensing scheme - positive impact	40%	41%	18%	25%	33%	45%	33%	43%	42%	40%	44%	39%	52%	59%	27%
Selective licensing scheme - no impact	18%	18%	55%	25%	19%	18%	33%	19%	17%	16%	17%	19%	14%	13%	26%
Selective licensing scheme - negative impact	30%	30%	9%	38%	29%	27%	22%	17%	29%	31%	17%	31%	16%	14%	30%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Private landlord's rental charter - positive impact	35%	35%	21%	13%	48%	36%	44%	46%	35%	38%	40%	34%	35%	45%	18%
Private landlord's rental charter - no impact	32%	32%	52%	25%	19%	27%	33%	29%	31%	27%	23%	34%	29%	38%	40%
Private landlord's rental charter - negative impact	16%	17%	-	6%	14%	9%	11%	6%	15%	19%	12%	16%	8%	2%	21%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revised HMO minimum standards - positive impact	61%	62%	36%	63%	48%	55%	67%	75%	64%	59%	65%	63%	65%	61%	52%
Revised HMO minimum standards - no impact	16%	16%	52%	13%	24%	27%	22%	10%	16%	16%	19%	16%	11%	25%	18%
Revised HMO minimum standards - negative impact	12%	12%	6%	6%	14%	-	-	5%	10%	16%	4%	12%	3%	2%	18%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Introduce a social letting agency - positive impact	48%	48%	36%	31%	57%	27%	67%	62%	49%	48%	51%	48%	57%	56%	32%
Introduce a social letting agency - no impact	21%	21%	48%	44%	10%	36%	11%	17%	21%	18%	23%	23%	21%	20%	27%
Introduce a social letting agency - negative impact	14%	15%	3%	13%	24%	27%	-	5%	13%	18%	11%	13%	8%	3%	20%
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Keep things as they are - positive impact	21%	21%	6%	13%	38%	9%	-	13%	21%	22%	21%	20%	13%	19%	30%
Keep things as they are - no impact	37%	36%	55%	63%	24%	27%	44%	33%	33%	34%	39%	39%	24%	38%	41%
Keep things as they are - negative impact	27%	27%	18%	19%	14%	55%	22%	27%	29%	31%	27%	25%	32%	27%	13%

Impact of proposals by V1(1~3): V2:V3:V4:V5:V6:V7:V8:V9:V10

Break %	Respondents	Ethnicity						religion or belief									
		Total	White	White Others	Mixed	Asian	Black	Any Other	Buddhist	Christian	Hindu	Jewish	Muslim	Sikh	Other	No religion	Prefer not to say
Base		1957	986	529	60	146	137	47	18	717	20	4	108	3	48	881	152
Impact of proposals																	
Additional licensing scheme - positive impact	52%	52%	50%	45%	54%	61%	53%	50%	54%	50%	75%	60%	-	75%	47%	53%	
Additional licensing scheme - no impact	18%	19%	18%	20%	14%	20%	17%	17%	19%	15%	-	13%	-	6%	19%	19%	
Additional licensing scheme - negative impact	20%	21%	22%	17%	19%	13%	15%	22%	17%	30%	25%	14%	67%	8%	23%	17%	
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Selective licensing scheme - positive impact	40%	40%	39%	37%	45%	44%	43%	39%	40%	50%	100%	47%	67%	42%	40%	36%	
Selective licensing scheme - no impact	18%	18%	17%	23%	14%	18%	17%	17%	20%	15%	-	11%	-	10%	18%	23%	
Selective licensing scheme - negative impact	30%	31%	31%	22%	26%	23%	17%	39%	28%	35%	-	24%	33%	21%	32%	26%	
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Private landlord's rental charter - positive impact	35%	35%	34%	38%	38%	38%	38%	28%	36%	25%	75%	43%	33%	46%	33%	26%	
Private landlord's rental charter - no impact	32%	32%	35%	27%	23%	31%	30%	39%	30%	45%	25%	21%	33%	25%	34%	35%	
Private landlord's rental charter - negative impact	16%	18%	14%	12%	16%	12%	11%	17%	18%	25%	-	13%	-	6%	15%	19%	
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Revised HMO minimum standards - positive impact	61%	60%	63%	63%	64%	62%	64%	61%	61%	55%	75%	66%	33%	75%	62%	53%	
Revised HMO minimum standards - no impact	16%	17%	16%	12%	9%	17%	23%	17%	18%	10%	25%	13%	-	10%	15%	24%	
Revised HMO minimum standards - negative impact	12%	13%	12%	13%	12%	8%	4%	11%	12%	25%	-	8%	-	-	14%	11%	
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Introduce a social letting agency - positive impact	48%	48%	45%	48%	53%	55%	55%	50%	47%	55%	75%	53%	33%	77%	47%	41%	
Introduce a social letting agency - no impact	21%	23%	21%	20%	9%	21%	17%	39%	21%	5%	-	10%	33%	6%	23%	28%	
Introduce a social letting agency - negative impact	14%	15%	16%	13%	15%	12%	11%	6%	15%	25%	-	13%	33%	2%	15%	12%	
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Keep things as they are - positive impact	21%	21%	20%	20%	22%	21%	26%	28%	21%	30%	-	22%	33%	23%	19%	24%	
Keep things as they are - no impact	37%	37%	38%	38%	36%	32%	32%	50%	34%	35%	25%	29%	-	25%	41%	39%	
Keep things as they are - negative impact	27%	28%	26%	32%	24%	27%	21%	17%	29%	25%	25%	31%	-	31%	25%	23%	

Impact of proposals by V1(1~3): V2:V3:V4:V5:V6:V7:V8:V9:V10

Break %	Respondents	Has disability		Sexual orientation			
		Yes	No	Bisexual	Gay/Lesbian	Heterosexual/Straight	Prefer not to say
	Total						
Base	1957	161	1794	10	44	1757	141
Impact of proposals							
Additional licensing scheme - positive impact	52%	54%	51%	70%	61%	52%	45%
Additional licensing scheme - no impact	18%	19%	18%	10%	16%	18%	21%
Additional licensing scheme - negative impact	20%	9%	21%	10%	11%	20%	21%
	-	-	-	-	-	-	-
Selective licensing scheme - positive impact	40%	40%	40%	50%	55%	40%	35%
Selective licensing scheme - no impact	18%	21%	18%	20%	20%	18%	24%
Selective licensing scheme - negative impact	30%	23%	30%	10%	14%	30%	30%
	-	-	-	-	-	-	-
Private landlord's rental charter - positive impact	35%	35%	35%	30%	39%	35%	26%
Private landlord's rental charter - no impact	32%	30%	32%	50%	32%	31%	38%
Private landlord's rental charter - negative impact	16%	12%	17%	-	11%	16%	18%
	-	-	-	-	-	-	-
Revised HMO minimum standards - positive impact	61%	60%	61%	70%	64%	62%	57%
Revised HMO minimum standards - no impact	16%	19%	16%	20%	20%	16%	22%
Revised HMO minimum standards - negative impact	12%	6%	13%	-	7%	12%	13%
	-	-	-	-	-	-	-
Introduce a social letting agency - positive impact	48%	51%	48%	70%	57%	48%	36%
Introduce a social letting agency - no impact	21%	20%	22%	20%	23%	21%	29%
Introduce a social letting agency - negative impact	14%	11%	15%	-	5%	14%	19%
	-	-	-	-	-	-	-
Keep things as they are - positive impact	21%	19%	21%	-	11%	21%	21%
Keep things as they are - no impact	37%	26%	38%	50%	36%	36%	45%
Keep things as they are - negative impact	27%	35%	26%	20%	36%	27%	20%

Gender by Survey source

Respondents	Total	Doorstep survey	HMO survey	Online survey	Neighbour Boroughs
Male	1047	546	441	56	4
Female	967	558	360	46	3
Not specified	4	-	-	4	-
Base	2018	1104	801	106	7

Total	Doorstep survey	HMO survey	Online survey	Neighbour Boroughs
52%	49%	55%	53%	57%
48%	51%	45%	43%	43%
0%	-	-	4%	-
2018	1104	801	106	7

Age band by Survey source

Respondents	Total	Doorstep survey	HMO survey	Online survey	Neighbour Boroughs
18-24	418	129	287	2	-
25-34	704	257	414	32	1
35-44	283	201	67	15	-
45-54	221	170	16	31	4
55-64	175	152	4	19	-
65 and over	203	188	9	5	1
Prefer not to say	12	7	4	-	1
Not specified	2	-	-	2	-
Base	2018	1104	801	106	7

Total	Doorstep survey	HMO survey	Online survey	Neighbour Boroughs
21%	12%	36%	2%	-
35%	23%	52%	30%	14%
14%	18%	8%	14%	-
11%	15%	2%	29%	57%
9%	14%	0%	18%	-
10%	17%	1%	5%	14%
1%	1%	0%	-	14%
0%	-	-	2%	-
2018	1104	801	106	7

Ethnicity by Survey source

Respondents	Total	Doorstep survey	HMO survey	Online survey	Neighbour Boroughs
White	1013	585	360	63	5
White Others	538	207	309	22	-
Mixed	60	31	23	6	-
Asian	157	101	54	2	-
Black	147	122	21	3	1
Any Other	48	40	7	1	-
Not specified	55	18	27	9	1
Base	2018	1104	801	106	7

Total	Doorstep survey	HMO survey	Online survey	Neighbour Boroughs
50%	53%	45%	59%	71%
27%	19%	39%	21%	-
3%	3%	3%	6%	-
8%	9%	7%	2%	-
7%	11%	3%	3%	14%
2%	4%	1%	1%	-
3%	2%	3%	8%	14%
2018	1104	801	106	7

Gender same as at birth by Survey source

Respondents	Total	Doorstep survey	HMO survey	Online survey	Neighbour Boroughs
Yes	1961	1077	777	101	6
No	36	21	15	-	-
Prefer not to say	18	6	9	2	1
Not specified	3	-	-	3	-
Base	2018	1104	801	106	7

Total	Doorstep survey	HMO survey	Online survey	Neighbour Boroughs
97%	98%	97%	95%	86%
2%	2%	2%	-	-
1%	1%	1%	2%	14%
0%	-	-	3%	-
2018	1104	801	106	7

Pregnancy and maternity by Survey source

Respondents	Total	Doorstep survey	HMO survey	Online survey	Neighbour Boroughs
Pregnant	21	18	3	-	-
On maternity leave	12	11	1	-	-
Returning from maternity leave	10	7	2	1	-
Prefer not to say	66	43	19	4	-
Not pregnant or on maternity leave	851	479	336	36	-
Not specified	5	-	-	5	-
Base	964	558	360	46	-

Total	Doorstep survey	HMO survey	Online survey	Neighbour Boroughs
2%	3%	1%	-	-
1%	2%	0%	-	-
1%	1%	1%	2%	-
7%	8%	5%	9%	-
88%	86%	93%	78%	-
1%	-	-	11%	-
964	558	360	46	-

Marital status by Survey source

Respondents	Total	Doorstep survey	HMO survey	Online survey	Neighbour Boroughs
Married/Civil Partnership	565	445	74	42	4
Divorced	78	64	9	5	-
Single	1141	465	633	41	2
Widowed	67	64	2	1	-
Other	65	33	25	7	-
Prefer not to say	97	33	58	6	-
Not specified	5	-	-	4	1
Base	2018	1104	801	106	7

Total	Doorstep survey	HMO survey	Online survey	Neighbour Boroughs
28%	40%	9%	40%	57%
4%	6%	1%	5%	-
57%	42%	79%	39%	29%
3%	6%	0%	1%	-
3%	3%	3%	7%	-
5%	3%	7%	6%	-
0%	-	-	4%	14%
2018	1104	801	106	7

Religion or belief by Survey source

Respondents	Total	Doorstep survey	HMO survey	Online survey	Neighbour Boroughs
Buddhist	18	9	6	3	-
Christian	746	514	193	34	5
Hindu	20	12	7	1	-
Jewish	4	2	2	-	-
Muslim	114	94	16	3	1
Sikh	3	2	-	1	-
Other	52	43	8	1	-
No religion	894	356	492	46	-
Prefer not to say	158	72	77	9	-
Not specified	9	-	-	8	1
Base	2018	1104	801	106	7

Total	Doorstep survey	HMO survey	Online survey	Neighbour Boroughs
1%	1%	1%	3%	-
37%	47%	24%	32%	71%
1%	1%	1%	1%	-
0%	0%	0%	-	-
6%	9%	2%	3%	14%
0%	0%	-	1%	-
3%	4%	1%	1%	-
44%	32%	61%	43%	-
8%	7%	10%	8%	-
0%	-	-	8%	14%
2018	1104	801	106	7

Has disability by Survey source

Respondents	Total	Doorstep survey	HMO survey	Online survey	Neighbour Boroughs
Yes	167	151	10	6	-
No	1846	953	791	96	6
Not specified	5	-	-	4	1
Base	2018	1104	801	106	7

Total	Doorstep survey	HMO survey	Online survey	Neighbour Boroughs
8%	14%	1%	6%	-
91%	86%	99%	91%	86%
0%	-	-	4%	14%
2018	1104	801	106	7

Sexual orientation by Survey source

Respondents	Total	Doorstep survey	HMO survey	Online survey	Neighbour Boroughs
Bisexual	11	1	7	2	1
Gay/Lesbian	46	28	8	10	-
Heterosexual/Straight	1807	1011	710	81	5
Prefer not to say	146	64	76	6	-
Not specified	8	-	-	7	1
Base	2018	1104	801	106	7

Total	Doorstep survey	HMO survey	Online survey	Neighbour Boroughs
1%	0%	1%	2%	14%
2%	3%	1%	9%	-
90%	92%	89%	76%	71%
7%	6%	9%	13%	14
0%	-	-	7%	14%
2018	1104	801	106	7



m.e.l
research

**Consultation on improving
private rented housing in
Hammersmith & Fulham**

LB of Hammersmith & Fulham

Full Report
2nd November 2016

Project details and acknowledgements	3
Executive Summary.....	4
Introduction.....	16
Results	24
1. Support for and impact of proposals	24
2. Licensing costs.....	67
3. Experiences in Hammersmith & Fulham.....	69
4. Tenant experiences.....	77
5. Landlord experiences.....	82
6. Social Letting agency.....	86
Appendices	89

Project details and acknowledgements

Title	Consultation on improving private rented housing in Hammersmith & Fulham
Client	Hammersmith & Fulham Council
Project number	16001
Author	Karen Etheridge & Hayley D'Souza
Research Manager	Karen Etheridge

M·E·L Research would like to thank the council for their support with the consultation. We would also like to thank residents, tenants, landlords and agents in and around the borough and in neighbouring boroughs for taking part in the consultation. Thanks also go to the stakeholders that contributed their views on the proposed options for consideration.

M·E·L Research

2nd Floor, 1 Ashted Lock, Birmingham Science Park Aston, Birmingham. B7 4AZ

Email: info@melresearch.co.uk

Web: www.melresearch.co.uk

Tel: 0121 604 4664



Executive Summary

This summary provides the main findings from the Private Rented Sector consultation undertaken in the London Borough of Hammersmith and Fulham (LBHF) over a 12-week period (7th July 2016 to the 30th September 2016). The quantitative results shown are derived from three key methods of consultation – residents’ survey (a face-to-face survey with a representative sample of 1,104 respondents across the borough), an online consultation (105 respondents) and an HMO consultation (face-to-face survey with 805 HMO tenants across the borough).

The findings in this report have also taken into account views of additional stakeholders, gathered from email correspondence, online forms, letters and semi-structure qualitative telephone interviews, including those from council officers from neighbouring boroughs, residents associations, associations representing landlords and managing agents, businesses and others interested in the private rented sector.

The results include support for and likely impact on respondents for five different options that the council is considering introducing to improve the private rented sector:

1. Implement an additional licensing scheme across the borough
2. Implement a selective licensing scheme in designated areas of the borough
3. Introduce a Hammersmith & Fulham Landlords Rental Charter
4. Introduce revised HMO standards documentation
5. Introduce a social letting agency.

The consultation also looked at views on the proposed licensing costs, experiences of neighbourhood issues in the borough, tenants experiences of living in the borough, landlords experiences of renting property in the borough and experiences of letting property in the borough to help inform ideas around the formation of a social lettings agency.

1. Overall levels of support for and impact of proposals

Option 1: Implement an additional licensing scheme across the borough

For the residents’ survey, results showed that:

- Seven out of ten respondents (70%) support the proposal for additional licensing, whilst a fifth (19%) do not support the proposal. Over half (58%) feel it is likely to have a positive impact on them and only 14% feel it is likely to have a negative impact on them.
- Two thirds of privately renting tenants (67%) support additional licensing and a quarter (26%) do not support it. Over half (55%) feel it will have a positive impact on them and one in five (21%) feel it will be negative.

- Around four out of ten landlords (37%) support additional licensing. 44% do not support the proposal. Around three out of ten (33%) feel it will have a positive impact on them and 33% feel it will have a negative impact. These results are based on a sample size of only 27 respondents, so results should be used with caution.

For the HMO consultation:

- Around two thirds of respondents (65%) support the proposal, although around three out of ten (29%) do not support it. Around four out of ten (42%) feel it would have a positive impact on them. Around a quarter feel it will have no impact (23%), and 25% feel it will have a negative impact. Almost all respondents were privately renting tenants.

For the online consultation:

- Around two third of respondents (65%) support additional licensing, whilst 30% do not support it. Around four out of ten (39%) feel it will have a positive impact on them and a quarter (25%) feel it will be negative.
- Around eight out of ten privately renting tenants (79%) support additional licensing. Three out of ten (30%) feel it will have a positive impact on them and one in five (14%) feel it will be negative. Results are based on a sample size of 43 respondents, so results should be used with caution.
- Almost four out of ten landlords (38%) support additional licensing, whilst 62% do not support the proposal. A quarter (24%) feel it will have a positive impact on them and 62% feel it will have a negative impact. These results are based on a sample size of only 29 respondents, so results should be used with caution.

Wider stakeholder views:

Stakeholders interviewed are mainly positive about the proposal to introduce additional licensing in LBHF. By contrast, the landlords' associations are not in support as they do not feel there is sufficient evidence that these types of proposals have worked elsewhere. They also believe that the council already has the powers it needs to tackle the issues it is looking to address. Other common themes that came through the stakeholder consultation were:

- Current government consultation may provide the council with the powers it needs to extend HMO licensing. These are due to be announced in due course, but no date has been provided.
- There are some mixed views around the impact of other schemes that have been introduced around the country, some saying they have been positive and others saying they have been negative.
- Having additional licensing makes licensing of HMO properties much clearer for all landlords as all will need to be licensed.
- Landlords associations feel that the council already has powers to tackle substandard housing and criminal landlords, but some feel that they do not use these powers.
- Most feel that additional licensing will have a positive impact in improving standards for tenants living in HMO properties.
- Many feel that additional licensing will discourage criminal landlords from continuing their practices, although others feel that the proposals will not achieve anything.
- A number of stakeholders are concerned about inspections and how these will actually happen; further information or consideration should be made by the council.

- Many feel that communication will be key for any scheme to be successful and the council needs to consider how they are going to promote the scheme and make sure all are aware of what it means (both landlords and tenants).
- Most stakeholders feel that the scheme is unlikely to achieve its objectives unless enforcement is a key part; the council needs to ensure the right resources are in place to make sure the scheme has ‘teeth’.
- The landlords’ associations suggest that landlords will simply pass on the costs of any scheme to tenants. Other stakeholders involved in the sector suggest that this has been negligible in other schemes they are aware of to date.
- A number of stakeholders feel that rubbish and litter are a big concern with HMO properties and that the council should have more effective waste strategies to deal with the amount and storage of waste generated by these properties.

Option 2: Implement a selective licensing scheme in designated areas of the borough

For the residents’ survey:

- Around half of all respondents (53%) support selective licensing, whilst around a third (34%) do not support the proposal. Four out of ten (40%) feel it is likely to have a positive impact on them and only Around a quarter (27%) feel it is likely to have a negative impact on them.
- Similarly, around half of privately renting tenants (52%) support selective licensing, whilst four out of ten (39%) do not support it. Around four out of ten (43%) feel it will have a positive impact on them whilst a third (33%) feel it will be negative.
- Around half of landlords (48%) support selective licensing. Almost four out of ten (37%) do not support the proposal. 37% feel it will have a positive impact on them and 33% feel it will have a negative impact. These results are based on a sample size of only 27 respondents, so results should be used with caution.

For the HMO consultation:

- Around six out of ten respondents (58%) support the proposal, although around 36% do not support it. 36% feel it would have a positive impact on them, whilst 32% feel it will have a negative impact. Almost all respondents were privately renting tenants.

For the online consultation:

- Over two thirds of respondents (68%) support selective licensing, whilst over a quarter (28%) do not support it. Over four out of ten (44%) feel it will have a positive impact on them and a fifth (20%) feel it will be negative.
- Around eight out of ten privately renting tenants (79%) support selective licensing and only 14% do not support it. Around half (49%) feel it will have a positive impact on them and only 5% feel it will be negative. Results are based on a sample size of 43 respondents, so results should be used with caution.
- Over half (55%) of landlords support selective licensing, whilst 45% do not support the proposal. One third (31%) of landlords feel it will have a positive impact on them and 41% feel it will have a negative impact. These results are based on a sample size of only 29 respondents, so results should be used with caution.

Wider stakeholder views:

As with the additional licensing proposal, we see mixed views amongst stakeholders that took part in the consultation. However, fewer are in support of a selective licensing scheme in designated areas, as they are of a borough wide additional licensing scheme. Key themes are around:

- Evidence around the success of similar schemes elsewhere is disputed. The landlords associations feel there is no evidence of schemes having a positive impact, whilst others felt that problems in the PRS are not just amongst HMO properties and therefore it is important to address the whole industry.
- A number of stakeholders questioned the evidence of ASB and the direct link between private rented housing. Many felt that there is not enough information provided to show this link.
- Again, a number of stakeholders felt that the council already has powers to tackle with the problems in the industry and that these should be used rather than introducing selective licensing.
- A small number of stakeholders felt that council needs to put the right measures in place to track changes over time to demonstrate what impacts the scheme is having on ASB.
- Similarly, with additional licensing, a number of stakeholders felt that communication of any scheme and ensuing that it is properly enforced is crucial to the success of any scheme.

Option 3: Introduce a Hammersmith & Fulham Landlords Rental Charter

For the residents' survey, results showed that:

- Just over half of respondents (54%) support a landlords rental charter, whilst around three out of ten (29%) do not support the proposal. 37% feel it is likely to have a positive impact on them and 17% feel it is likely to have a negative impact on them
- Six out of ten privately renting tenants (60%) support a landlords rental charter, whilst over a quarter (28%) do not support it. Around four out of ten (42%) feel it will have a positive impact on them and one in five (20%) feel it will be negative.
- Four out of ten (41%) support a landlords rental charter, whilst 37% do not support the proposal. Around three out of ten (30%) feel it will have a positive impact on them whilst 33% feel it will have a negative impact. These results are based on a sample size of only 27 respondents, so results should be used with caution.

For the HMO consultation:

- Around two thirds of respondents (65%) support the proposal, although around a quarter (23%) do not support it. Around three out of ten (29%) feel it would have a positive impact on them, whilst only 14% feel it will have a negative impact. 40% feel it will have no impact at all. Almost all respondents were privately renting tenants.

For the online consultation:

- Around two third of respondents (68%) support a landlords rental charter, whilst a quarter (26%) do not support it. Four out of ten (40%) feel it will have a positive impact on them and only 11% feel it will be negative.
- Seven out of ten privately renting tenants (70%) support a landlords rental charter, whilst a quarter (26%) do not support it. Around four out of ten (38%) feel it will have a positive impact on them, whilst only 5% feel it will be negative. Results are based on a sample size of 43 respondents, so results should be used with caution.

- Six out of ten landlords (62%) support a landlords rental charter, whilst 34% do not support the proposal. Almost four out of ten (38%) feel it will have a positive impact on them and only 10% feel it will have a negative impact. These results are based on a sample size of only 29 respondents, so results should be used with caution.

Wider stakeholder views:

On the whole, stakeholders questioned whether this is likely to have any impact on the private rented sector, predominantly because it is a voluntary scheme and also because there are already similar schemes around that the council could promote:

- Many felt that as the scheme is voluntary, it will only attract good landlords who the council do not need to be tackling. Most felt it would generally not have any impact on poor landlords that the council needs to address.
- Many stakeholders referred to other schemes that are already in place, and also questioned how successful these have been in attracting landlords, therefore how likely is it that this scheme would be more successful.
- A number felt that the standards that the charter is asking landlords to uphold are generally requirements in law, so questioned why this is necessary.
- Many felt that it was not clear what landlords would get out of it and that this should be addressed if the council wants to encourage as many to sign up to it as possible.
- Similar to the licensing options, many felt that the council would need to come down hard on those who were found to have signed up to the scheme and then not lived up to those standards, as otherwise this would be merely a paper exercise with no teeth.

Option 4: Introduce revised minimum HMO standards

This proposal received the highest levels of support out of the five options.

For the residents' survey, results showed that:

- Seven out of ten respondents (70%) support revised minimum HMO standards, whilst 18% do not support the proposal. Around six out of ten (58%) feel it is likely to have a positive impact on them and 11% feel it is likely to have a negative impact on them
- Around seven out of ten privately renting tenants (69%) support revised minimum HMO standards, whilst only 14% do not support it. Around six out of ten (58%) feel it will have a positive impact on them and 17% feel it will be negative.
- Just 37% of landlords support revised minimum HMO standards, whilst another 37% do not support the proposal. One third (30%) feel it will have a positive impact on them whilst another third (30%) feel it will have a negative impact. These results are based on a sample size of only 27 respondents, so results should be used with caution.

For the HMO consultation:

- Around eight out of ten respondents (81%) support revised minimum HMO standards, and only 14% do not support it. Around two thirds (64%) feel it would have a positive impact on them, whilst only 12% feel it will have a negative impact. Almost all respondents were privately renting tenants.

For the online consultation:

- Three quarters (75%) support revised minimum HMO standards, whilst a fifth (21%) do not support it. Around half (51%) feel it will have a positive impact on them and 16% feel it will be negative.
- Around eight out of ten privately renting tenants (81%) support the proposal, whilst 14% do not support it. Over half (53%) feel it will have a positive impact on them, whilst only 9% feel it will be negative. Results are based on a sample size of 43 respondents, so results should be used with caution.
- Over half of landlords (55%) support the proposal, whilst four out of ten (41%) do not support the proposal. One third of them (31%) feel it will have a positive impact on them, whilst almost four out of ten (38%) feel it will have a negative impact. These results are based on a sample size of only 29 respondents, so results should be used with caution.

Wider stakeholder views:

This proposal seemed to be mainly positive amongst stakeholders. Key themes that emerged were:

- Many landlords are simply ignorant of their duties, therefore any guidance on what is required of them should be beneficial.
- A small number of stakeholders were not sure whether this was legal and whether the council is trying to introduce new minimum standards that are already in current legislation.
- A small number felt that these would not tackle the worst HMOs, as this cohort of landlords would choose to ignore them as they currently do.
- Again, we see many stakeholders keen for the council to ensure that inspection and enforcement are key parts of this and that this is not a paper exercise.

Option 5: Introduce a social letting agency

For the residents' survey, results showed that:

- Around six out of ten respondents (62%) support the proposal to introduce a social letting agency, whilst around a fifth (21%) do not support the proposal. Just under half (49%) feel it is likely to have a positive impact on them and a fifth (20%) feel it is likely to have a negative impact on them.
- Six out of ten privately renting tenants (60%) support a social letting agency, whilst 28% do not support it. Around half (49%) feel it will have a positive impact on them and a fifth (21%) feel it will be negative.
- Four out of ten landlords (41%) support a social letting agency, whilst another 41% do not support the proposal. Around a quarter (26%) feel it will have a positive impact on them, whilst 37% feel it will have a negative impact. These results are based on a sample size of only 27 respondents, so results should be used with caution.

For the HMO consultation:

- Around seven out of ten respondents (71%) support a social letting agency, and only 16% do not support it. Over four out of ten (44%) feel it would have a positive impact on them, whilst only 12% feel it will have a negative impact. Almost all respondents were privately renting tenants.

For the online consultation:

- Around two thirds (67%) support a social letting agency, whilst around a fifth (22%) do not support it. Around four out of ten (39%) feel it will have a positive impact on them and only 9% feel it will be negative.

- Around eight out of ten privately renting tenants (79%) support the proposal, whilst 14% do not support it. Four out of ten (40%) feel it will have a positive impact on them, whilst only 2% feel it will be negative. Results are based on a sample size of 43 respondents, so results should be used with caution.
- Over half of landlords (55%) support the proposal, whilst 28% do not support the proposal. One quarter (24%) feel it will have a positive impact on them, although only 7% feel it will have a negative impact. 55% feel it will have no impact on them. These results are based on a sample size of only 29 respondents, so results should be used with caution.

Wider stakeholder views:

There are mixed views amongst stakeholders about this option, with many feeling it be positive, but others feeling that it is a huge challenge given the industry and high rents in this part of London.

- Evidence of other schemes working elsewhere is mixed, with Haringey being quoted as one area where a huge amount of money has been spent, with little to no effect, whilst Carmarthenshire and Islington were quoted as having similar schemes that are working well.
- Many felt that although it would be positive to have a social letting agent competing in the market place, whilst others felt that they would not be able to compete on a social footing due to the high levels of rent that landlords can command, therefore whether an agency could sign up landlords to offer rents that would support tenants on lower/modest incomes.
- A number of stakeholders feel that the council needs to think and plan very carefully before committing to this and if they do commit, they need to try to attract as many landlords as possible immediately to get any momentum, otherwise it will struggle to take off.

2. Licensing costs

For the residents' survey, results showed that:

- Three out of five respondents (59%) to the residents' survey feel that the licensing costs proposed by the council are reasonable, whilst around a quarter (26%) feel they are unreasonable.
- A similar proportion of privately renting tenants (57%) feel they are reasonable, whilst 27% feel they are unreasonable.
- Almost one third of landlords (30%) feel the costs are reasonable, whilst a higher proportion (56%) feel they are unreasonable.

For the HMO consultation:

- Support is slightly higher for the HMO consultation, with around three quarters (74%) saying the costs are reasonable, and only 19% unreasonable.

For the online consultation:

- Similar to the residents' survey, three out of five respondents (59%) to the online consultation feel that the licensing costs are reasonable. However, over a third (36%) feel they are unreasonable.
- Two thirds (67%) of privately renting tenants feel they are reasonable, and only 14% feel they are unreasonable.
- Over four out of ten landlords (43%) feel the costs are reasonable, whilst 43% feel they are unreasonable.

3. Experiences in Hammersmith and Fulham

Anti-social behaviour issues

- Respondents were asked to rate a list of 6 common neighbourhood issues from 1 to 10 (where 1 is not a problem and 10 is a major problem). The top three neighbourhood issues for those responding to the residents' survey are **small-scale rubbish dumping** (mean score of 4.1), followed by **noise** (3.8) and **neglected/untidy properties** (3.1). For privately renting tenants, small scale rubbish dumping was top (3.5), followed by noise (3.4) and pest/vermin issues (2.9).
- For HMO consultation respondents, the most common problem is noise (3.3), followed by small scale rubbish dumping (3.0). Private tenants make up almost all of this group.
- Pest and vermin featured top of the list for those responding to the online consultation (mean score of 4.7), followed by noise (4.2) and neglected/untidy properties (4.0). For privately renting tenants, small scale rubbish dumping was top (5.7, followed by pest/vermin issues (4.8) and noise (4.2).

Feelings of safety

- The overwhelming majority of respondents to the residents' survey say they feel safe, with 97% feeling safe outside during the day, 95% safe when home alone at night and 84% feel safe outside after dark. Figures are very similar for privately renting tenants (98%, 97% and 88% respectively).
- Similarly, the overwhelming majority of respondents to the HMO consultation feel safe, with 98% safe outside during the day, 96% safe when home alone at night and 90% safe outside after dark.
- Results are again fairly similar for respondents to the online consultation, with 95% feeling safe outside during the day, 87% safe when home alone at night, although only 72% say they feel safe outside after dark (20% feel unsafe). Results are relatively similar for privately renting tenants (98%, 86% and 72% respectively).

Effectiveness of council in dealing with anti-social behaviour

- When asked how effective the council is at dealing with ASB (where 1 is not at all effective and 10 is totally effective), a mean score of 5.5 was calculated For the residents' survey. The same figure was calculated for privately renting tenants.
- A mean score of 4.3 was calculated for those who took part in the online consultation and 4.5 for those who are privately renting tenants.
- A mean score of 6.8 was calculated for those who took part in the HMO consultation.

Affected by or witness ASB

- When asked whether they have been affected by or witness ASB, 70% of respondents to the resident consultation say they hadn't been, whilst 13% had witnessed and 10% say they had been affected by ABS. Results are relatively similar for privately renting tenants.
- Around four out of ten (38%) of respondents to the online consultation say they have been affected by/witnessed ASB, with the same proportion saying they have not. 28% say they have witnessed ASB. Results are again similar for privately renting tenants.
- Around two thirds (68%) of HMO consultation respondents say they have not been affected by/witnessed ASB. 6% have been affected and 9% witnessed.

Views on private rented property standards

- When asked whether respondents felt that privately rented properties in their area are maintained to a good standard, around six out of ten (61%) respondents to the residents' survey say they are and a fifth

(21%) say they are not. Around three quarters of privately renting tenants (77%) say they are and 14% say they are not.

- Just under half (46%) of respondents to the online consultation say they are maintained to a good standard, whilst 30% say they are not. 77% of privately renting tenants also say they are, and 29% say they are not.
- Around three quarters (76%) of respondents to the HMO consultation say that properties are maintained to a good standard, whilst 12 say they are not.

Views on landlords and letting agents

- When asked whether respondents think that private landlords or agents act responsibly in letting, managing and maintaining their properties, around four out of ten (44%) respondents to the residents' survey say that most do, 4% say all do and 26% say some do. Only 5% say none do. Results are relatively similar for privately renting tenants .
- Results are fairly similar for the online consultation. Around four out of ten (43%) say that most do, 6% say all do and 37% say some do. 9% say none do. Results differ for privately renting tenants, with only 16% saying most. However, 47% say they don't know.
- Half of respondents to the HMO consultation (50%) say that most act responsibly, 5% say all do and 19% say some do. 3% say none do.

Actions to take to keep private rented properties tidy

- When asked what action should be taken to keep private rented properties tidy, around four out of ten (38%) of respondents to the residents' survey say that **landlords/agents should undertake routine external inspections**, followed by 33% who say that **new/existing tenants should be advised of their legal responsibility** and 32% who say they want a **contractor to be engaged to routinely clean/maintain external areas**.
- Around eight out of ten (79%) of respondents to the online consultation say that that **new/existing tenants should be advised of their legal responsibility**, followed by 64% who say that **landlords/ agents should inspect properties when a tenancy ends and clear/remove any small scale dumping**.
- Under half (46%) of respondents to the HMO consultation want **additional bins to be provided**, followed by 38% who want **external storage to be provided**.

4. Tenant experiences

Satisfaction with aspects of the home

- Around eight out of ten (82%) respondents to the resident consultation are satisfied with the **overall quality of their home** and 12% dissatisfied. Results are similar for the HMO consultation (87% satisfied but only 5% dissatisfied) and lower for the online consultation (69% satisfied and 17% dissatisfied).
- Around three quarters (73%) of respondents to the resident consultation are satisfied with the **overall repairs and maintenance of their home**, whilst 17% are dissatisfied. Results are slightly higher for HMO consultation respondents (82% satisfied and 9% dissatisfied) and lower for the online consultation (61% satisfied and 23% dissatisfied).
- Around three quarters (73%) of respondents to the resident consultation are satisfied with the **management of their home by their landlord/letting agent**, and 13% dissatisfied. Results are slightly higher for HMO consultation respondents (83% satisfied and 7% dissatisfied) and lower for the online consultation (55% satisfied and 30% dissatisfied).

- Around two thirds (67%) of respondents to the resident consultation are satisfied with the **cleanliness of communal areas inside the property**, whilst 18% are dissatisfied. Results are slightly higher for HMO consultation respondents (85% satisfied and 7% dissatisfied) and lower for the online consultation (59% satisfied and 27% dissatisfied).
- Again, around two thirds (67%) of respondents to the resident consultation are satisfied with the **cleanliness of their shared kitchens, toilet or bathroom**, and only 9% are dissatisfied. Results are slightly higher for HMO consultation respondents (87% satisfied and 5% dissatisfied) and lower for the online consultation (57% satisfied but only 2% dissatisfied).
- Around seven out of ten (72%) respondents to the resident consultation are satisfied with the **maintenance of outside areas**, whilst 16% are dissatisfied. Results are relatively similar for HMO consultation respondents (70% satisfied and 11% dissatisfied) and lower for the online consultation (40% satisfied and 40% dissatisfied).
- Privately renting tenants are slightly more satisfied than the overall figures reported For the residents' survey and slightly less satisfied than the overall figures reported for the online consultation.

Issues affecting tenants

- Respondents were then asked to what extent a variety of issues have affected them in the last 12 months. The top response for those taking part in the residents' survey is **rubbish and litter** (42% as a problem), followed by **damp and mould** (39%) and **disrepair** (33%). These issues are the same for privately renting tenants, although damp and mould is the top issue (34%).
- **Rubbish and litter** is also the top problem for respondents to the online consultation, although a much higher proportion view it is a problem (72). However, this is followed by **noise or disturbance from another tenant/neighbour** (57%) and **poor management of properties** (54%). These issues are the same for privately renting tenants, although poor management (61%) and noise/disturbance (56%) feature as second and third respectively.
- For HMO respondents, the top response is **damp and mould** (38% as a problem), followed by **rubbish or litter** (34%) and **disrepair** (31%).

5. Landlord experiences

- 30 landlords responded to the online consultation and 27 to the residents' survey.

Membership of landlords associations

- Membership of landlords associations is relatively low, with only 30% (9 landlords) of online respondents members of the London Landlords Accreditation Scheme, 20% are members of the National Landlords Association (6), 13% are members of the Residential Landlords Association and 7% other. 47% say they are not members. Of resident consultation respondents, only 1 (4%) is a member of the London Landlords Accreditation Scheme, 1 is a member of the Residential Landlords Association (4%) and 1 of an 'other' body (4%).

Problems with properties

- 15% say that they had **problems with tenants causing anti-social behaviour** (such as noise, litter or putting rubbish out on the wrong day) and the same proportion stated **that problems in neighbouring properties affected their property/tenants**. 7% (2) say they have had problems with poor property conditions. 4% say that they had difficulty finding new tenants and 4% also say that they had difficulty obtaining new references for tenants.

- 50% of landlords (5) who responded to the online consultation had **problems in neighbouring properties that affected their property/tenants**. 40% (4) say that they **experienced tenants causing anti-social behaviour**. 30% of the same group (3) say that they had **difficulty finding new tenants**, with 20% (2) having problems evicting tenants and 10% (1) experiencing poor property conditions.

Problems affecting landlords in the borough

- The most common problem felt by landlords responding to the online consultation is the **supply of property to rent** (mean score of 4.2), followed by the **poor perception of private landlords or properties** (4.1) and **littering** (4.0).
- The most common problem felt by landlords responding to the residents' survey is **small scale rubbish dumping** (mean score of 3.1), followed by **littering** (2.6) and **noise** (2.4).

Other problems affecting landlords

- Around three quarters of landlords (74%) who responded to the online consultation say they had issues with rent arrears, followed by **problems with rubbish** (53%) and not keeping the property in good condition (47%).
- Landlords were then asked what other problems they had encountered with tenants they had rented their properties to. For landlords who responded to the online consultation, the most common issue is **rent arrears** (74% - 14 respondents). Followed by **problems with rubbish** e.g. small scale rubbish dumping, not putting the rubbish out correctly or not storing rubbish properly (53% -10 respondents).
- The most common response for landlords who responded to the residents' survey is '**other**' (56% - 15 respondents). The next most common response is **not keeping the property in good condition** (19% - 5 respondents).

Demand for properties

- Landlords were also asked how much demand there is for their property. Over three quarters of landlords (78% - 21 respondents) who responded to the online consultation say that they **could let their property quickly but did not currently have a waiting list**. 19% (5 respondents) have a **waiting list for their property**.
- Over half of landlords (56% - 15 respondents) who took part in the residents' survey say that **they could let their property quickly, but do not currently have a waiting list**.
- 41% of landlords (11 respondents) who took part in the residents' survey say that **demand for their property has increased over the last two years**, whilst 56% (15 respondents) say it has stayed the same, and 4% (1 respondent) say it has decreased. In comparison, 19% of landlords (5) who responded to the online consultation say that demand for their property has increased over the last two years, compares to 67% (18) who say it has stayed the same, and 15% (4) who say it has decreased.

6. Social letting agency

- Respondents were asked where they search for a room, properties or tenants. The most popular response to the residents' survey was that they **use letting agents to search for a room/properties/tenants** (57%). The most popular response for HMO and online respondents is to **use websites to search for a room/properties/tenants** (71% and 74% respectively).
- Just under six out of ten (58%) of respondents to the resident consultation say they would like letting agents to **find properties to rent**. This was followed by around half (51%) who want them to **deal with complaints about their property/landlord**. 37% wanted help **finding a room(s) to rent**.

- Almost three-quarters (73%) of respondents to the HMO consultation say that they want **letting agencies to deal with complaints about their property/landlord**. Around six out of ten (62%) want them to provide a service of **finding a room(s) to rent**. 45% say they would like them to **find a property to rent**.
- The most common response for respondents to the online consultation is **finding properties to rent** (65%), followed by 58% who want letting agencies **to deal with complaints about the property/landlord**.
- Over half of respondents to the residents' survey (57%) would prefer to access letting agents **face to face**. This is followed by just under half (48%) who would prefer using a website. For those responding to the HMO consultation, the most preferred methods are via a **website** and by **telephone** (63% each). For respondents to the online consultation, the most popular choice is online (74%), followed by face-to-face (51%).
- Just under half (46%) of resident consultation respondents, say they would consider **letting/renting a property or room through the council**, compared to 58% of HMO respondents and 47% of online respondents.
- Around four out of ten respondents (39%) to the resident consultation say they would consider **buying or selling their home through the council**, compared to 36% for online consultation respondents and 28% of HMO consultation respondents.
- Around a third of respondents (34%) to the resident consultation say they are a prospective landlord or tenant, compared to 42% of HMO consultation respondents and 51% of online consultation respondents.

Introduction

Background

The private rented sector (PRS) in the London Borough of Hammersmith and Fulham (LBHF) has grown rapidly in the last 10 years and accounts for approximately 27,500 properties; a third of the borough's housing. It is likely that this trend is to continue and grow. The council feels that the increase in demand and competition from tenants to find accommodation that is in short supply means that there is little market driven incentive for poor landlords to maintain minimum safe housing standards.

LBHF believe that parts of the PRS are badly managed and the quality of some rented accommodation is poor and in a few cases unsafe. This is borne out by the Council's Housing Market Assessment published in 2010 which noted that private rented dwellings had the highest levels of 'unfitness'. The most common reasons for unfitness were disrepair (43%), food preparation (35%) and bath/shower (34%). According to tenure, the report revealed that private rented dwellings had the highest level of unfitness (8%). An estimated 44% of all unfit dwellings were privately rented.

The council aims to improve the standard, safety and conditions for residents in the private rented sector in the borough and address issues around anti-social behaviour, but do this in a way that benefits both tenants and landlords. The Council is therefore considering a number of different options to help improve housing and conditions within the private rented sector in the borough.

Public consultation

Public consultation was undertaken to determine the levels of support for the council's proposals. The consultation took place over 12 weeks from 7th July 2016 to the 30th September 2016. The council produced a detailed document (appendix 1) entitled 'Improving the private rented sector'. This provided:

- background to private sector housing in the borough;
- the Council's business case;
- how the plans support the Council's wider objectives;
- a summary of the proposals;
- what the benefits are to landlords and tenants;
- five proposed options;
- the licensing fees and how they have been calculated;
- the structure of the proposed licensing scheme;
- details of the public consultation and timeframes;
- how the results will be analysed and the decision making process.

Proposals

The consultation document gave detailed information on each of five proposals that the council wished to consult on:

Option 1 – Implement an additional licensing scheme

This option would involve implementing a borough-wide additional licensing scheme. This would require landlords who let a House in Multiple Occupation (HMO) property to licence the property. The criteria would be any HMO, which is occupied by at least three people who do not make up a single household, who share one or more basic amenities such as kitchen, bathroom or toilet.

Option 2 – Implement a selective licensing scheme in designated areas

Selective licensing relates to private rented sector properties that are let to single families, couples and individuals. This proposal relates to those private rented sector properties that are not covered by the mandatory licensing scheme or the proposed additional licensing scheme. This option proposes the introduction of a scheme to designated areas with evidence of high levels of anti-social behaviour.

Option 3 – Introduce a Hammersmith & Fulham Landlords Rental Charter

This option proposes the introduction of a 'H&F Landlords Rental Charter' that commits landlords to best practice on rents, housing standards, charges, tenants' deposit protection and security of tenure. The proposal aims to be self-certified and the council would not verify that landlords are upholding the principles set out in the charter. However, landlords who have signed the charter but do not uphold the principles will have their chartered status removed, subject to review.

Option 4 – Introduce revised HMO standards documentation

This option would see the introduction of revised local HMO standards for the council to decide whether a property is reasonably suitable for occupation by a certain number of persons. By amending local standards, the council could ensure that licensed accommodation is maintained above minimal national standards that do not adequately reflect the built form, size, layout and type of HMO that is typically found in the borough. New local standards would provide information for landlords on what is required of them to comply with the law, including the management, safety, facilities, waste storage, collection, and living space for the occupiers.

Option 5 – Introduce a social letting agency

The council have started a project to look at the feasibility of establishing a social letting agency in the borough and identify a recommended model. The idea is to help residents on low or modest incomes to overcome the barrier to accessing homes in the private rented sector and to help landlords in this part of the market find suitable tenants.

Methodology

The consultation was undertaken using a range of methods including face-to-face interviews, online surveys and feedback forms, letters and email correspondence, a public event and semi-structured telephone interviews.

Residents' survey

To provide the council with robust data for the consultation, that is representative of the adult (18+) population, we undertook a doorstep face-to-face survey across the borough. A stratified random sample of 1,104 households were interviewed, representative by gender, age, ethnicity and wards using a computer assisted personal interview (CAPI) methodology. Interviewers used showcards that contained relevant background information on each proposal to allow respondents to make informed choices. Interviews were undertaken by experienced M·E·L Research interviewers, who are trained to Market Research Society standards.

HMO tenants consultation

An additional sample of 801 HMO tenants were interviewed using a doorstep face-to-face survey by experienced M·E·L Research interviewers. We used GIS mapping information to identify areas with higher concentrations of HMO properties, which was used by interviewers to approach tenants of HMO properties.

Online consultation

A wider publically available online survey was publicised to encourage responses from landlords, agents, tenants, residents and other interested parties. This was hosted on the Council's website, and was publicised on the main page of the website. This included a downloadable version of the consultation document. A dedicated consultation email address was set up to which interested parties could email directly should they have any additional comments or suggestions (lbhfconsultation@m-e-l.co.uk).

The council also printed c.18,000 flyers (see appendix 2) which were distributed to properties in the areas where selective licensing was being proposed (where there are also HMO properties), to promote the online consultation. It was also promoted via the council's Twitter account and advertised in the local press and the London Property Licensing website/twitter (see appendix 3 for coverage).

An e-shot with details about the consultation, along with a link to the consultation page was sent to all known landlords, letting agents and managing agents by the council. An email with the link to the consultation page was also sent by M·E·L Research to a range of community groups to gather views from these groups and support an Equality Impact Assessment.

Finally, the council ran a Landlords Forum on the 14th July 2016 and M·E·L Research were asked to present on the consultation. Landlords were given information on the consultation options and details on how they could take part in the online survey and have their say. In total, over 50 landlords attended the forum.

Online consultation for neighbouring boroughs

A separate online survey for interested parties in neighbouring boroughs was developed and hosted on the Council's website. It was also hosted on neighbouring borough council's websites or sent via mailshots and emails to local authorities including Brent, Richmond upon Thames, Kensington and Chelsea, Wandsworth and Hounslow. Mailshots to landlords in Richmond and Brent by their local council were also undertaken to promote the consultation.

Stakeholder consultation

Semi-structured telephone interviews were also undertaken with a range of stakeholders. These included neighbouring authorities, third sector organisations and charities working within the sector, landlords groups and alternative PRS schemes that are operating in England.

Report scope and purpose

This report provides the main findings from each of the different consultation methods listed above, as well as considering views of additional respondents gathered from email correspondence, online forms, letters, etc. It provides the findings of:

The overall level of support for the proposed schemes

- What are respondents overall views of the proposed scheme?
- What are their views on the five specific options and an option to keep things as they are (i.e. 'to do nothing')?

The likely impact of the proposed schemes

- The extent to which respondents feel the scheme will have an impact on them.

Licensing fees

- The degree to which respondents feel the proposed licensing fees are reasonable.

Views and experiences of anti-social behaviour (ASB) and the private rented sector (PRS) in the borough

- The extent to which respondents view there to be ASB problems in Hammersmith and Fulham, such as noise, crime, litter etc.
- The extent to which they have experienced or witnessed any anti-social behaviour.
- The extent to which they feel private rented sector properties are maintained to a good standard.

- The extent to which they feel landlords and agents act responsibly in letting, managing and maintaining their properties.

Additional Private Rented Property tenant views and experiences

- The extent to which PRS tenants have experienced any issues with their property or landlord in the last 12 months.

Additional Landlord (and agent) views and experiences

- Whether they are members of accreditation or associations.
- Whether they have experienced a range of difficulties with their properties.
- The extent to which they have experienced a range of problems in Hammersmith and Fulham.
- Their experiences of problems with tenants.
- The level of demand for their properties.

Reporting conventions

We have used the term 'landlord' in this report to collectively refer to both landlords and/or their managing agents.

Owing to the rounding of numbers, percentages displayed visually on graphs or charts in the report may not always add up to 100% and may differ slightly when compared with the text. The figures provided in the text should always be used. For some questions, respondents could give more than one response (multi choice). For these questions, the percentage for each response is calculated as a percentage of the total number of respondents and therefore percentages do not add up to 100%.

The consultation findings have been analysed by the different methods of consultation (primarily the Residents' survey, HMO consultation and online consultation) and by type of respondent (landlord/agent or tenant/resident).

Consultation methods and profile of respondents

There were five main methods that we used to gather responses for the consultation. These are detailed below, along with the responses rates that we received by survey method.

Residents' survey (face-to-face doorstep survey)

A door-to-door, face-to-face interview was undertaken with 1,104 residents from across the borough and results are broadly representative by ward, gender and ethnicity. Based on a total estimated population (Census 2011) of 182,493 in the borough, the results provide a confidence interval of +/-3% based on a 50% statistic at the 95% confidence level. This means that if 50% of the sample supported any proposal then the real figure, had the whole borough been interviewed, lies somewhere between 47% and 53%. A breakdown by age, gender and ethnicity is provided in the table below:

Table 1: Breakdown of respondents by ward, age, gender and ethnicity

WARD	AGE BANDS							GENDER		ETHNICITY						TOTAL
	18-24	25-34	35-44	45-54	55-64	65 and over	Not known	Male	Female	White British	White Others	Mixed	Asian	Black	Any Other	
Addison	10	12	9	11	9	18	0	33	36	27	14	3	10	8	4	69
Askew	9	15	19	15	16	13	0	41	46	45	17	3	4	13	4	87
Avonmore and Brook Green	10	22	5	15	13	12	0	44	33	36	22	6	7	3	2	77
College Park and Old Oak	5	20	11	6	4	8	1	29	26	18	4	1	15	11	5	55
Fulham Broadway	4	13	13	15	11	14	1	30	41	35	9	1	7	17	1	71
Fulham Reach	6	16	16	8	9	13	4	31	41	36	9	1	8	9	3	72
Hammersmith Broadway	7	22	12	15	8	14	0	42	36	41	15	4	4	9	5	78
Munster	9	17	13	6	8	10	0	32	31	39	17	1	4	2	0	63
North End	9	14	14	14	8	17	1	35	42	37	11	2	8	13	5	77
Palace Riverside	6	4	8	9	3	13	0	22	21	29	6	0	3	2	1	43
Parsons Green and Walham	8	9	13	8	15	12	0	34	31	47	9	2	3	2	2	65
Ravenscourt Park	8	16	12	6	7	10	0	24	35	30	10	1	4	9	3	59
Sands End	12	15	22	18	8	4	0	38	41	44	21	0	5	8	1	79
Shepherd's Bush Green	13	26	13	10	8	3	0	43	30	31	20	1	11	8	2	73
Town	7	20	12	9	9	7	0	31	33	32	18	4	5	5	0	64
Wormholt and White City	6	16	9	5	16	20	0	37	35	58	5	1	3	3	2	72
TOTAL	129	257	201	170	152	188	7	546	558	585	207	31	101	122	40	1104
Percentage of total	12%	23%	18%	15%	14%	17%	1%	49%	51%	53%	19%	3%	9%	11%	4%	100%

Each respondent was asked whether they were a resident, and/or a landlord, and/or a managing agent and/or they classified themselves in some other way. A breakdown of responses by respondent type is provided in the table below:

Table 2: Respondent profile to the residents' survey

Respondent profile	Number	% of responses
A resident of Hammersmith & Fulham	1,090	99%
and/or a landlord with a property (or number of properties) in H&F	21	2%
and/or a landlord with properties in neighbouring boroughs.	5	*%
and or/ an agent managing properties in H&F	3	*%
and/or other	4	*%

* Less than 0.5%

(multiple answers possible)

1. HMO tenant consultation (face-to-face doorstep survey)

A door-to-door survey of HMO properties was undertaken by M·E·L Research interviewers. In total, 801 surveys were completed.

Table 3: Respondent profile to the HMO survey

Respondent profile	Number	% of responses
A resident of Hammersmith & Fulham	799	100%
and/or landlord with a property (or number of properties) in H&F	4	0.5%

2. Online consultation

The online consultation was widely promoted by the council and encouraged landlords, agents, tenants, residents and other interested parties to participate. In total, 105 responses were received to the online consultation. A breakdown of responses by respondent type is provided in the table below:

Table 4: Respondent profile to the online survey

Respondent profile	Number	% of responses
A resident of Hammersmith & Fulham	81	77%
and/or a landlord with a property (or number of properties) in H&F	24	24%
and/or a landlord with properties in neighbouring boroughs.	3	3%
and or/ an agent managing properties in H&F	8	8%
and/or Other	4	4%

It should be noted that due to the relatively small number of respondents participating in the online survey and the fact that the survey was self-selection, the results are not necessarily representative of the borough as a whole.

3. Online consultation with neighbouring borough councils

An online consultation with neighbouring boroughs was promoted by neighbouring councils, encouraging local residents, landlords, tenants and other interested parties to participate. Mailshots to local landlords was undertaken by Richmond upon Thames and Brent council. In total, four responses were received. Due to there being such a small number, these have not been included within the main report. However, the results from this survey are provided in appendix 4.

In total, 2018 respondents participated in one of the four surveys identified above. The table below summarises the responses by respondent type for the four surveys when combined.

Table 5: Combined respondent profile to all four surveys

Respondent profile	Number	% of responses
A resident of Hammersmith & Fulham	1,972	98%
and/or a landlord with a property (or number of properties) in H&F	50	2%
and/or a landlord with properties in neighbouring boroughs.	9	*%
and or/ an agent managing properties in H&F	12	1%
and/or Other	9	*%

* Less than 0.5%

(multiple answers possible)

4. Stakeholder consultation

Interviews with a number of stakeholders were undertaken as part of the consultation by M·E·L Research. The council provided a list of potential stakeholders and 16 interviews were completed in total (although a larger number were provided with the opportunity to participate). These were undertaken across a range of stakeholders, which included neighbouring councils and the GLA, third sector organisations working in the housing arena in the local area, residents associations, landlords associations and public health. Through the interviews, a number of alternative schemes that are being run by/in conjunction with other local authorities in England were also identified and contacted. In addition, the National Landlords Association (NLA) and Residential Landlords Association (RLA) wished to submit written responses to the consultation, which have been included in the Appendices.

Table 6: Stakeholder profile

Respondent profile	No of stakeholders spoken to
Local third sector providers	6
Other local government (neighbouring/London based)	3
Alternative schemes in England	3
Landlords associations/organisations	2
Residents associations	1
Public health	1

Results

This section of the report presents the results from the consultation by the different consultation methods. The face-to-face resident consultation gives us the most statistically robust figures, which are broadly representative of the borough population and accurate¹ to $\pm 3.0\%$ for the top line results. Results from the online neighbouring borough consultation are not included in this section due to there being such a small number of responses (just 4). These are provided in Appendix 4.

1. Support for and impact of proposals

Below is a summary of the support shown for each of the five proposed options by consultation methods. Respondents were provided with details of each proposal that the council is considering and were then asked a series of questions about the proposal. They were asked the extent to which they support each proposed scheme and what impact each of the proposals would have on them if they were introduced. Respondents were then given the opportunity to provide any further comments they wish to add. Support for each of the proposals is presented in the table below, showing the percentage who support and those who oppose each of the five proposals.

Table 7: Support and opposition for proposed options (by consultation methods)

Proposal option	Residents' survey		HMO Consultation		Online Consultation	
	% support	% oppose	% support	% oppose	% support	% oppose
1. Introduce additional licensing scheme to HMOs	70%	20%	65%	29%	65%	30%
2. Introduce selective licensing in designated areas	53%	34%	58%	36%	68%	28%
3. Introduce a H&F landlords rental charter	54%	29%	65%	23%	68%	26%
4. Revise minimum HMO standards	70%	18%	81%	14%	75%	21%
5. Introduce a social letting agency	62%	21%	71%	16%	67%	22%

We can see from the table above that, while there are differences in levels of support for each proposal by method of consultation, overall, there are more people in support of each of the options than there are opposed to the options. The highest level of support, across all three consultations, is for the council to **revise the minimum HMO standards**.

¹ The total sample of 1,104 interviews provide a confidence interval of $\pm 3.0\%$ for a 50% statistic at the 95% confidence level.

Table 8: Likely impact of proposal on individuals (by consultation methods)

Proposal option	Residents' survey		HMO Consultation		Online Consultation	
	% positive impact	% negative impact	% positive impact	% negative impact	% positive impact	% negative impact
1. Introduce additional licensing scheme to HMOs	57%	14%	42%	25%	39%	25%
2. Introduce selective licensing in designated areas	40%	27%	37%	32%	44%	20%
3. Introduce a H&F landlords rental charter	37%	17%	29%	14%	40%	11%
4. Revise minimum HMO standards	58%	11%	64%	12%	51%	16%
5. Introduce a social letting agency	49%	16%	44%	12%	39%	9%

The table above shows that for each of the proposed options, proportionally more respondents indicate that they will have a positive impact on them than a negative impact.

The following sections detail each proposal in turn and look at the support for and against each option, followed by the likely impact should they be introduced. The analysis is led by the residents' survey as this provides the most robust and representative data, followed by the HMO survey and then the online survey. Please note that there are only a relatively small number of landlord responses (27 to the residents' survey and 30 to the online consultation), so these results should be viewed as indicative only.

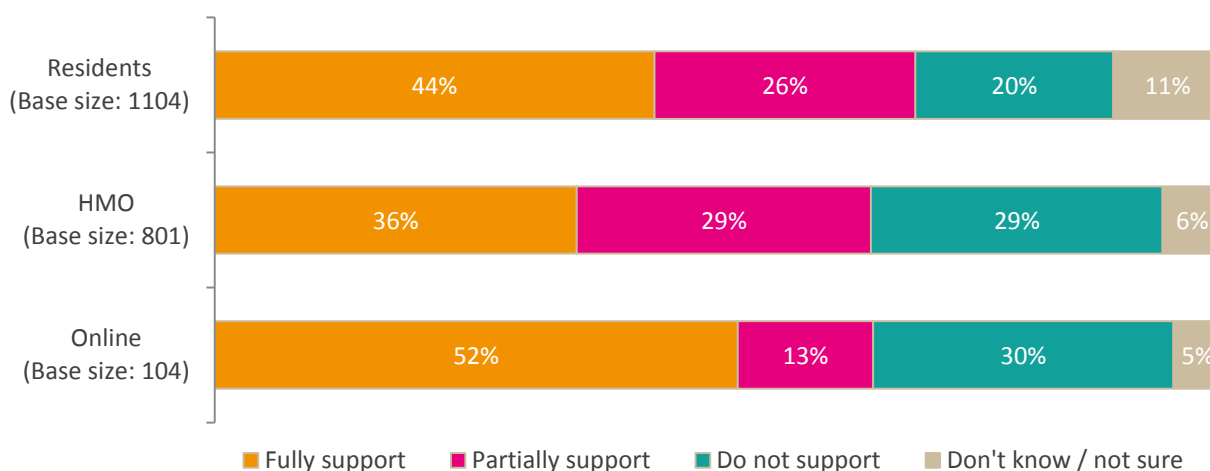
Option 1: Introduce additional licensing scheme for houses in multiple occupation

This proposal would see the introduction of additional licensing for HMOs across the entire borough, which would require landlords who let a HMO property to licence the property. The criteria would be any HMO that is occupied by at least three people who do not make up a single household, who share one or more basic amenities such as a kitchen, bathroom or toilet.

Introducing a borough-wide additional licensing scheme for HMO properties received strong support from respondents to the residents' survey, with seven out of ten (70%) in support. Over two-fifths (44%) say they fully support the proposal and 26% partially support the proposal. One in five (20%) say they do not support the proposal.

A similar proportion of respondents to the HMO consultation support the proposal (65%). Support for this proposal was also similar for those taking part in the online consultation (65%). A higher proportion of respondents to the HMO (29%) and online consultation (30%) were against the proposal.

Figure 1: Support for Proposal 1 (by consultation method)

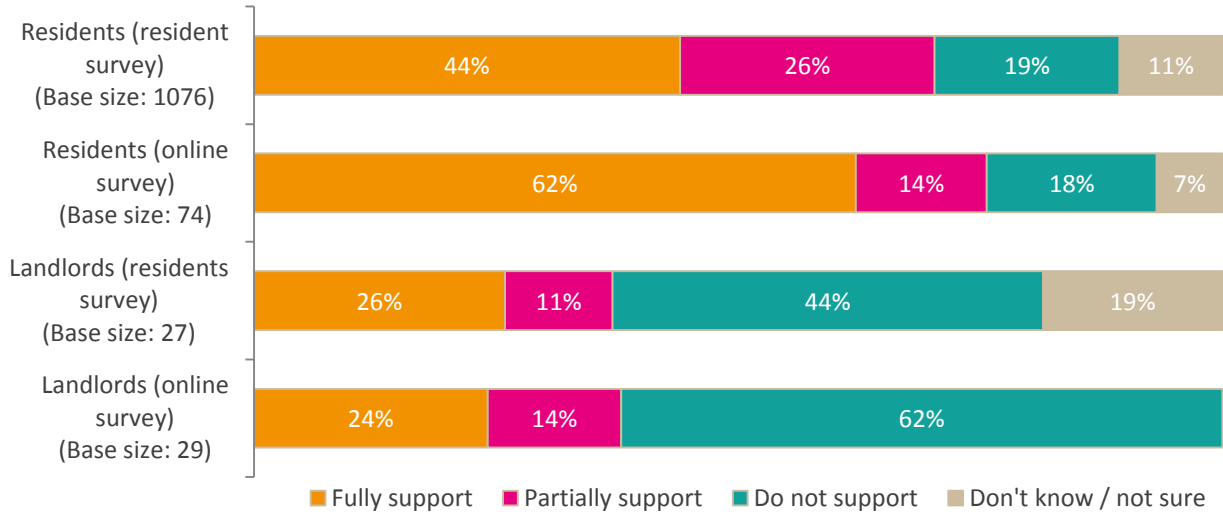


Results by resident and landlord

Results differ by type of respondent, which have been grouped to show landlords and agents responses (for simplicity referred to as landlords) and residents and private rented sector tenants responses (for simplicity referred to as residents). Residents are more in favour of the proposal than landlords. Seven out of ten (70%) residents who took part in the residents' survey are in support of additional licensing; when split out, around two thirds (67%) of private rented tenants are in support, whilst a quarter (26%) do not support the proposal.

Around three-quarters (76%) of residents responding to the online consultation are in support. Just 26% of landlords who took part in the residents' survey are in support, whilst 24% of those taking part in the online consultation are in support; 44% and 62% respectively do not support the proposal.

Figure 2: Support for proposed option 1 (by resident and landlord responses)

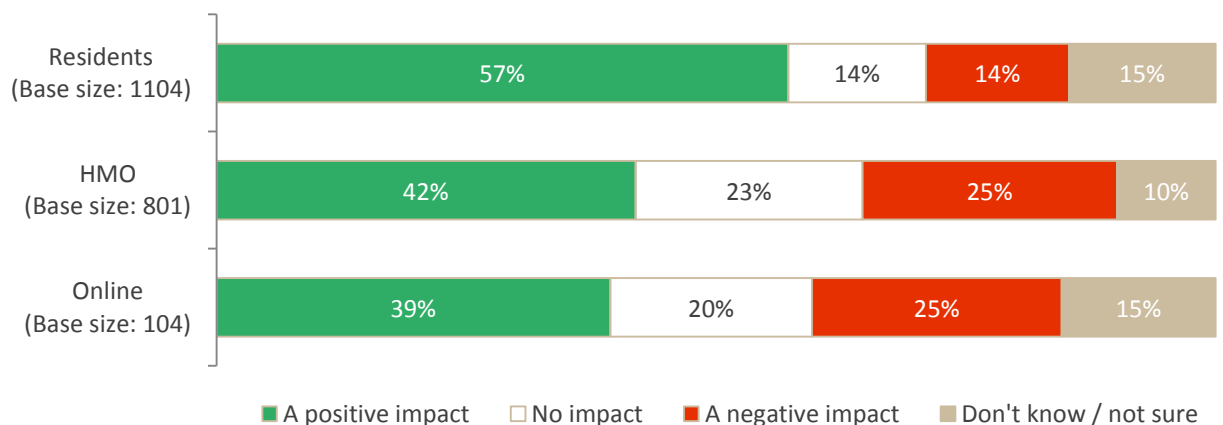


Likely impact on respondents

Respondents were then asked what impact, if any, introducing additional licensing would have on them. Over half (57%) of respondents to the residents' survey say it will have a positive impact, 14% say it will have a negative impact and a further 14% say it will have no impact at all. 15% say that they do not know what impact it is likely to have on them.

Around four out of ten (42%) respondents to the HMO consultation feel that this will have a positive impact on them, whilst a quarter (25%) feel it will have a negative impact. Respondents to the online consultation are slightly less positive, with around four out of ten (39%) saying they feel it will have a positive impact on them and a quarter (25%) saying it will have a negative impact on them.

Figure 3: Likely impact of Proposal 1 (by consultation method)

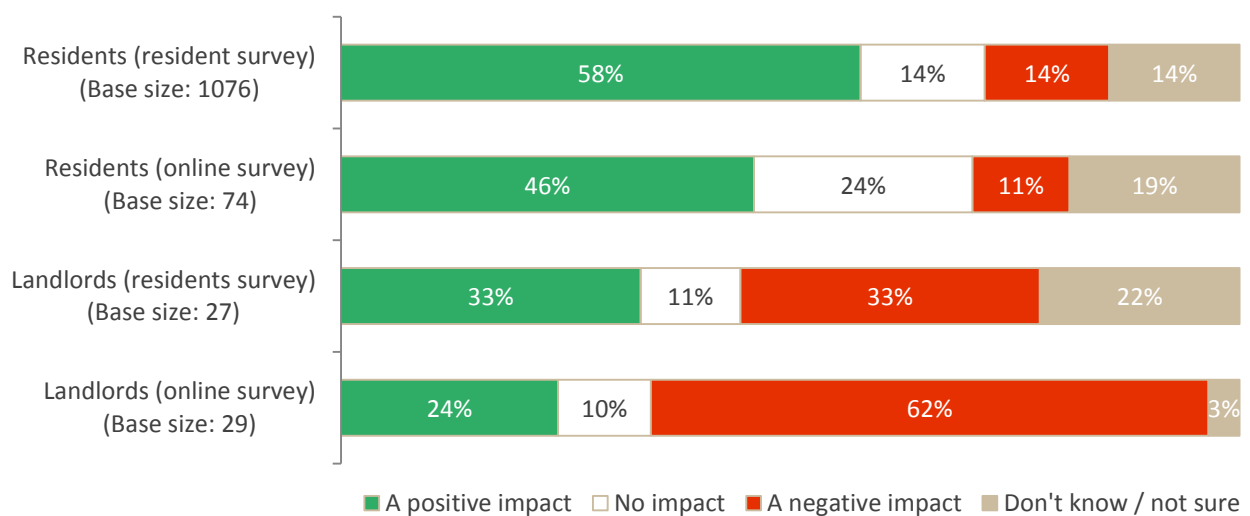


Results by resident and landlord

Results differ between type of respondent. Again, we see more positive results for residents than landlords, with around six out of ten residents (58%) who took part in the residents' survey feeling it is likely to have a positive impact on them and only one third of landlords (33%) feeling the same. When split out, over half (55%) of private rented tenants feel it will be positive, whilst 21% feel it will be negative.

46% of residents via the online consultation feel it will have a positive impact while only 24% of landlords via online consultation could say the same. Conversely, 33% of residents and 62% of landlords feel it will have a negative impact on them.

Figure 4: Likely impact of option 1 by resident and landlord responses



Respondent comments on option 1

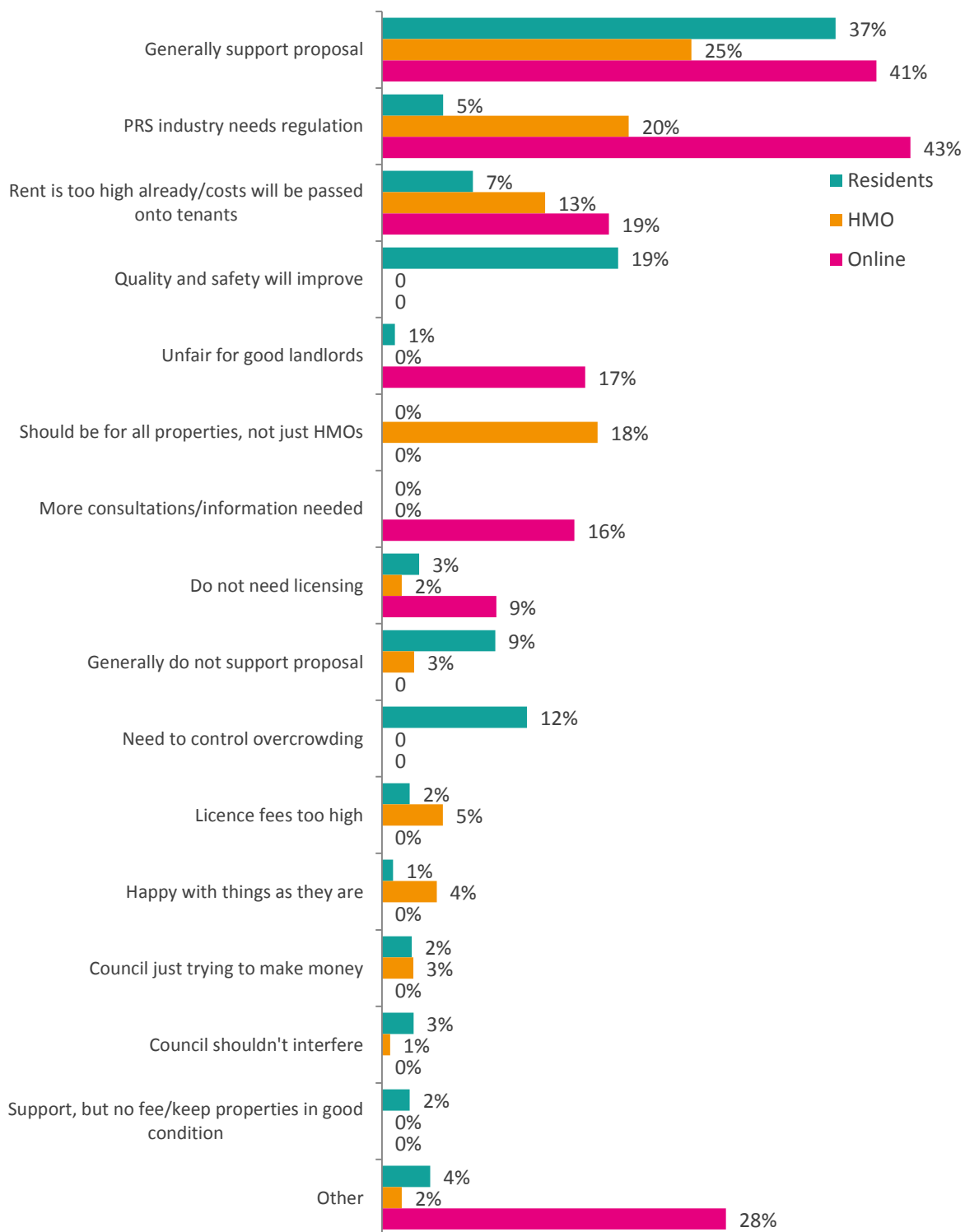
Respondents were invited to add any further comments about the option. These results have been grouped into themes and then analysed.

The most common comment from respondents to the residents' survey were that they were generally in support of the proposal (37% of respondents commented about this). 19% of comments were around the quality and safety of housing will be likely to improve as a result of additional licensing. This is followed by 12% of respondents commenting on the need for better regulation and enforcement of the private rented sector.

For respondents to the HMO consultation, the most common response is that they were generally in support of the proposal (25%). This is followed by 20% of respondents commenting on the need for better regulation and enforcement of the private rented sector. 18% commented on the need for licensing to apply to other property types (also not just the PRS).

The most common responses to the online consultation were around the need for better regulation/enforcement of the PRS sector (43%). This is followed by 41% who generally in support of the proposal. 28% of respondents commented on a range of 'other' issues, which included individual reasons or comments for their support/non -support of the proposal.

Figure 5. Additional comments on option 1



Stakeholder views

There is generally a divide in support for the proposal. Landlords Associations such as the NLA and RLA do not support additional licensing scheme, whilst almost all other stakeholders interviewed feel that additional licensing schemes are a positive step and can have a positive impact on improving the private rented sector in the borough. Some of the key themes from the semi-structured stakeholder interviews are detailed below.

Current government consultation on licensing in progress

A few stakeholders referenced the forthcoming government announcement on the recent consultation around changes to HMO licensing. The government is shortly due to announce the findings of the consultation (although no date is yet known) and some believe that the implications of this may have an impact on the council's proposals, particularly those around additional licensing.

“We believe it would be better for the council to await the outcome of this review, as its recommendations may well address concerns without the need for an expensive local licensing scheme. It may also introduce new standards for mandatory HMOs that satisfy the council.” (Residential Landlords Association)

Evidence on impact of additional licensing schemes

There is mixed views around the evidence available on what impact existing additional licensing schemes have had. The landlords associations state that there is no evidence that they work.

“All it will mean is that there will be less property to house those in shared housing and that means costs will increase. This has been evidenced across the whole of England.”
(National Landlords Association)

A third sector organisation say that they had seen an increase in homelessness in Brent when this borough had introduced licensing, as “criminal landlords try to get around licensing by throwing tenants out” or others leave the market, particularly where there may only be a small number of tenants.

“The worst landlords tend to think they can get around being prosecuted by throwing tenants out. I'm sure Hammersmith & Fulham has least as big a challenge with homelessness as we do. The way licensing has been brought in here (Brent), we see it with our own eyes that it has led to an increase in homelessness... Tenants don't have any information, they are often migrants or refugees and they don't know what their rights are and if landlords tell them to go, they don't know they have a right to remain.” (Third sector stakeholder)

However, most stakeholders say they feel it is a positive step for the council to take; they did not reference any evidence they had seen as to whether schemes had or had not worked elsewhere.

Licensing of HMOs is clearer

A number of stakeholders suggest that landlords are often confused about mandatory licensing and what constitutes an HMO under mandatory licensing. By introducing additional licensing, this will remove any ambiguity around HMO licensing, as all HMOs will need to be licensed.

“It is at least significantly easier if the only criteria is whether it is or not an HMO...It makes it a lot simpler for landlords and tenants.” (Third sector stakeholder)

“...it is just going to be a fairer and consistent way of applying the legislation.” (Public sector stakeholder)

Identifying HMO properties

A number of stakeholders feel that it is difficult for the council to identify HMO properties in the first place and therefore are unsure whether the council are going to be able to licence the properties intended to be licenced through the scheme.

“Unless local authorities have the data on where these properties are, who owns them and who lives in them, it’s hard to enforce against the worst landlords.” (Third sector stakeholder)

Existing powers already in place to tackle substandard housing

The landlords associations feel that the council already has the powers that it needs to tackle the issues that are being cited for introducing additional licensing. They say that the council has sufficient legal powers to tackle landlords who have substandard properties that are unsafe and put tenants at risk and therefore feel that licensing schemes are unnecessary.

“All these powers exist in the council’s ... 'armoury'. If they want to, they could use criminal behaviour orders, they could use crime prevention injunctions, interim management orders, environmental protection act for waste issues, use the noise nuisance act. So they have all these powers already by statute.” (National Landlords Association)

Improving standards for tenants

A number of stakeholders feel that introducing additional licensing will be beneficial for tenants because HMOs are often found to be the properties in the worst condition and often house the most vulnerable in

society. By tackling sub-standard housing and landlords who do not fulfil their duties, it was felt that this could improve the health of these tenants and their general wellbeing.

“This is where you see some of the worst landlords operate, some of the worst conditions and some of the worst exploitation of tenants” (Third sector stakeholder)

“As property prices become increasingly unaffordable and home ownership unattainable we recognise the importance of regulating the rented sector, especially for the most vulnerable and those residing in the worst conditions. Houses in multiple occupation (HMO’s) historically have always suffered disproportionately from disrepair and general neglect.” (Public sector stakeholder)

Tackling criminal landlords

Most stakeholders feel that licensing will discourage criminal landlords from continuing their practices, although a small number feel that they will continue to flout the laws and will simply not apply for a licence.

“Where we have seen licensing before, we have seen landlords driven out of areas, but mainly because they've been prosecuted and they've either had to up the standards or leave.” (Third sector stakeholder)

“If people don't sign up they can't be detected, and if there are no resources in detection then you just produce paper and all you do is put a tax on people that you don't want to be dealing with.” (Residential Landlords Association)

“The evidence suggests that rogue landlords can't be identified by licensing alone. It gives you more effective powers to prosecute or deal with them when you do find them. It's helpful as a tool to support, identify and enforce.” (Third sector stakeholder)

Others feel that some landlords are victims themselves and tenants are actually breaking the laws, such as sub-letting the property they rent, which could result in landlords breaking the law without knowing about it:

“The proposal does not take into account rent to rent, or those that exploit people (tenants and landlords), as criminals will always play the system. There is no provision for those landlords who have legally rented out a property, which is then illegally sublet. The Council is not allocating resources to tackle the problems that criminals will cause; landlords are often victims just as much as tenants.” (National Landlords Association)

However, most stakeholders feel that licensing will tackle rogue landlords:

“The responsibility will now shift... This is asking landlords to have a look at their property, understand the condition that your property is in, understand the licence conditions and bring your property up to scratch. Hopefully it will bring rogue landlords into line or free up enforcement time to deal with them...” (Public sector stakeholder)

Inspection considerations

A number of stakeholders, although in support of the scheme, feel that further clarification is needed around how the scheme will be implemented. One stakeholder feels that prior inspections should be a key part of any agreement to licence a property. Inspections should therefore not be done after a licence has been granted, as this could have serious implications if something happened to a tenant in a house that should not have been licensed. Others feel that the inspections should happen within a very short period of time following granting of a licence, or that the most vulnerable tenants are prioritised to make sure that the scheme has as great an impact as possible from the start.

“I would suggest they think carefully about inspections. If they have a policy that allows them to recruit and to allow them to inspect before [they issue the licence]. That they cost that into the licence fees. Thinking about it afterwards makes it more difficult.” (Third sector stakeholder)

“Surely we could target those households where there are vulnerable people. We know this from our doctors lists, we know that through our adult social care team... we could ensure that any known vulnerable families were seen... These are the least likely to complain but are the most likely to have their health compromised by poor housing conditions.” (Public health stakeholder)

Communication

Many of those in favour of the proposals say that communication between the council and landlords (and tenants) is key and needs to be done effectively. The reasons why the council is doing this needs to be clear to gain buy in from landlords, along with what is expected of them and the consequences of non-compliance.

“The messaging around it needs to work. To encourage landlords who are not that au fait with the terminology; that needs to be clear and how actually to encourage them to licence needs to be clear.” (Public sector stakeholder)

“We think it would be really important for the local authority to be really clear about what it is and why they are doing it [additional licensing]. For other stakeholders involved, if they know that this is happening and they know that the local authority is taking steps in the

right direction, it would also reassure people in the PRS that they are doing something about it.” (Third sector stakeholder)

Others feel that tenants need to know about licensing and what their rights are.

“All communication is between the local authority and the landlords and none is with the tenant. We have suggested to Brent that they employ tenant liaison officers, so when the surveyor does go in to inspect... the tenant liaison officer is talking to the tenant, explaining what licensing is about, specifically that they can’t be evicted, making sure they know who they can go to if they need advice...” (Third sector provider)

Enforcement not just licensing

A number of stakeholders feel that a licensing scheme without the proper resources to inspect and enforce is just a paper exercise and will not help improve the sector. The council needs to ensure it has the right resources and skills in place to make sure enforcement can happen and are able to ‘hit the ground running’.

“It [the impact] all depends on the time and effort that the council is going to spend on enforcing the scheme”. (Public sector stakeholder)

“It will not work without heavy enforcement”. (Public sector stakeholder)

Increases in rent for tenants

Again, we see mixed views here, with some stakeholders saying that tenants are likely to suffer more because landlords will simply pass on the cost of licences to tenants through rental increases. However, other stakeholders say that they have not seen any evidence of this taking place in other schemes.

“One of the dangers of the proposed Additional and Selective Licensing scheme is that the costs will be passed on to tenants, thus increasing the costs for those who rent in Hammersmith, along with increasing the Council’s costs. The increasing costs to Hammersmith residents would particularly hit hard the most vulnerable and least able to tolerate a marginal increase in their cost of living. Also, the Council has failed to explain that, as well as the Council’s costs for the licence, the landlords costs will likely be covered by a rise in rents.” (National Landlords Association)

“We have not actually seen evidence that these [licensing schemes] necessarily do drive up rent, because landlords are more or less charging in their local area what the market will bear so they need to incorporate it into their running costs and we see this as a legitimate business cost, in the same way that shops and restaurants or clubs have to deal with licensing as part of their business costs.” (Third sector stakeholder)

“From experience, I would say it is negligible [rent increases]. People say that rents go up, but I've not seen landlords put their fees up.” (Public sector stakeholder)

Need for more effective waste strategies

The landlords associations feel that rubbish and litter is often a key issue when ASB is mentioned, particularly around HMO properties. This is sometimes down to tenants' ignorance, but more often than not it is due to inadequate storage or a lack of volume of storage needed to deal with HMO properties. In addition, in areas where there are such high proportions of rented properties, the level of waste is high, particularly when short-term tenancies are more common than longer-term arrangements. A waste strategy, on how to deal more effectively with issues around HMOs, is therefore say to be needed.

“It's a subject that's of current interest due to the amount of rubbish that is being generated by HMOs that just ends up in black bags on the street.” (Residents association stakeholder)

“Often when tenants near the end of their contract/tenancy and they are in the process of moving out, they will dispose of excess waste by a variety of methods, which often includes putting it out on the street for the Council to collect. A waste strategy for the collection of excess waste at the end of tenancies needs to be considered by local authorities with a large number of private rented sector properties in areas.” (National Landlords Association)

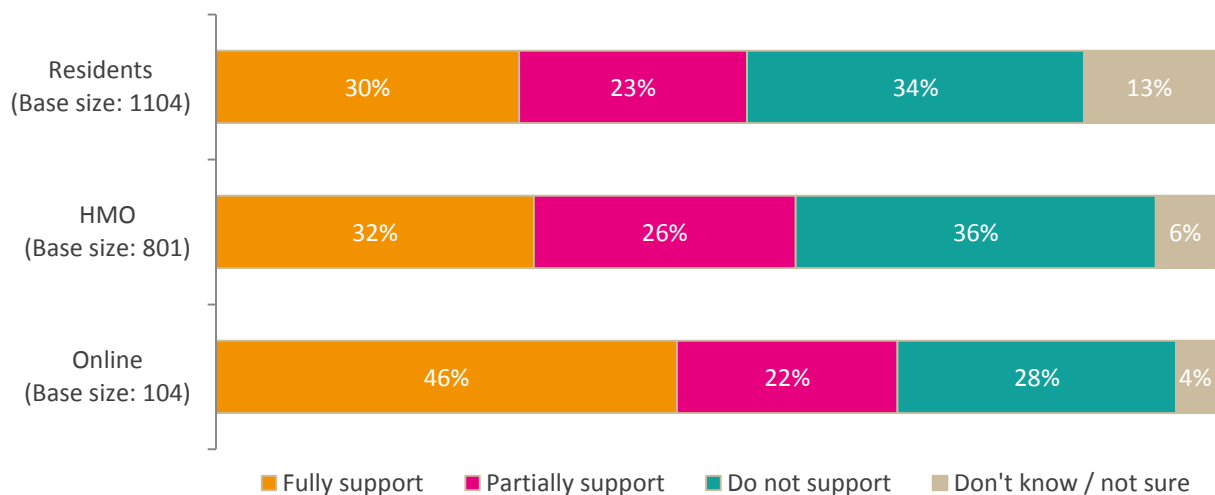
Option 2: Introduce a selective licensing scheme in designated areas

This proposal would see the introduction of a selective licensing scheme to designated areas of the borough with evidence of high levels of anti-social behaviour. The majority of this accommodation is in streets with a mixed commercial/ residential make up i.e. predominantly along major roads and nearby streets.

Introducing a selective licensing scheme receives a positive amount of support, with over half of respondents (53%) to the residents' survey in favour of the proposal; three out of ten (30%) say that they fully support the proposal, and around a quarter (23%) partially support the proposal. Around a third (34%) say they do not support the proposal, whilst 13% are unsure.

Almost six in ten (58%) of those who took part in the HMO consultation support this option. Support for this option is more positive amongst those taking part in the online consultation, with 68% in support.

Figure 6: Support for Proposal 2 (by consultation method)

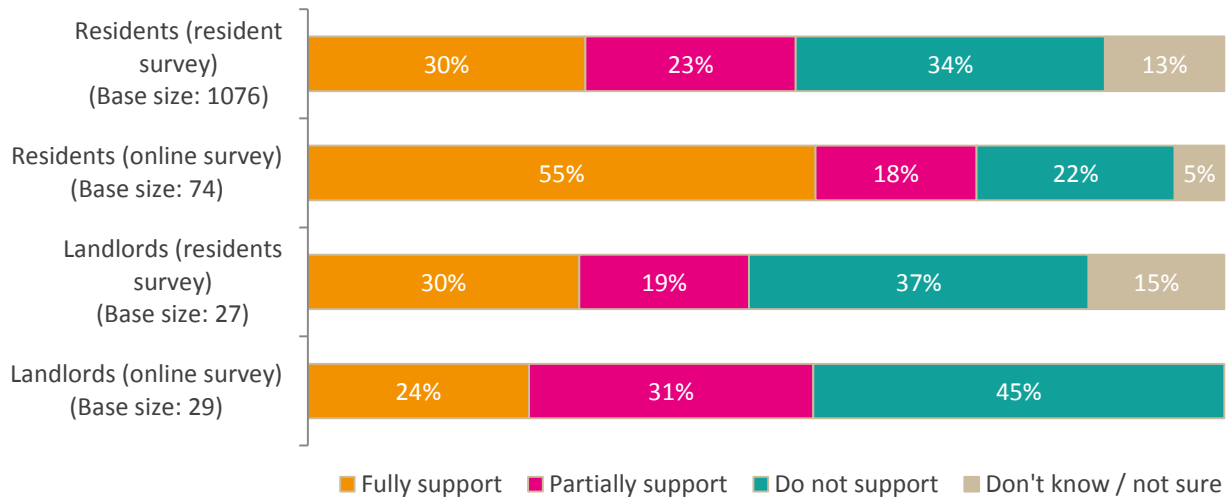


Results by resident and landlord

Results are similar between residents and landlords who took part in the resident survey, with 53% and 49% respectively in favour of the proposal; 34% and 37% respectively do not support the proposal. When split out, around half (52%) of private renting tenants, responding to the residents' survey, support the proposal, whilst 39% do not support it.

Results differ slightly for those taking part in the online consultation, with around three quarters of residents (73%) in support compared to 55% of landlords. 22% and 45% respectively are against the proposal. Around eight out of ten (79%) private renting tenants support the proposal, whilst only 14% do not support it.

Figure 7: Support for proposed option 2 by resident and landlord responses

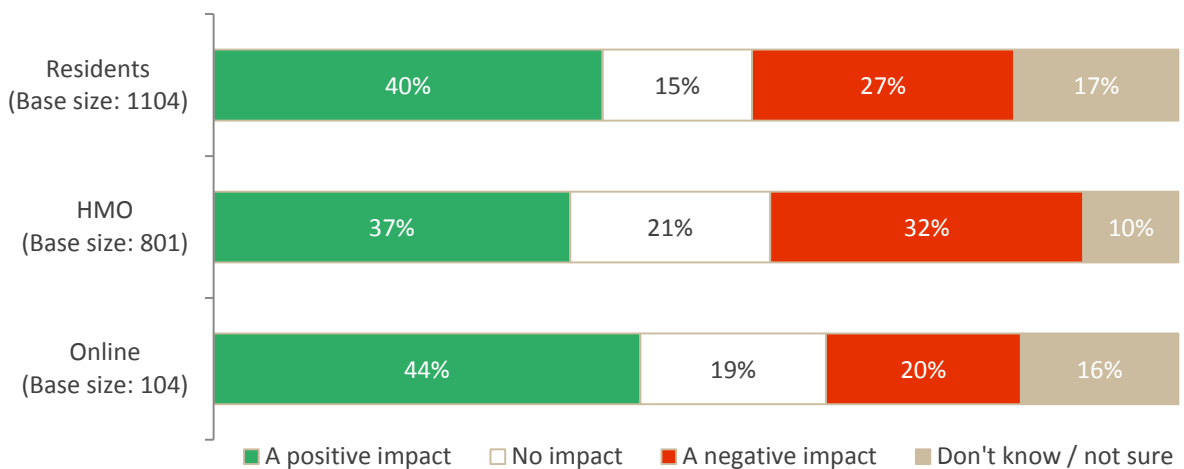


Likely impact on respondents

Respondents were then asked what impact, if any, introducing a selective licensing scheme would have on them. Four out of ten respondents (40%) to the residents’ survey say it will have a positive impact and 15% say it will have no impact at all. Around a quarter (27%) say it will have a negative impact. 17% say that they do not know what impact it is likely to have on them.

Again, we see similar results for the online consultation, with 44% of respondents feeling it will have a positive impact on them. One in five (20%) feel that it will have a negative impact on them. Respondents to the HMO consultation are slightly less positive, with 37% feeling it is likely to have a positive impact and 32% feeling it is likely to have a negative impact.

Figure 8: Likely impact of Proposal 2 (by consultation method)

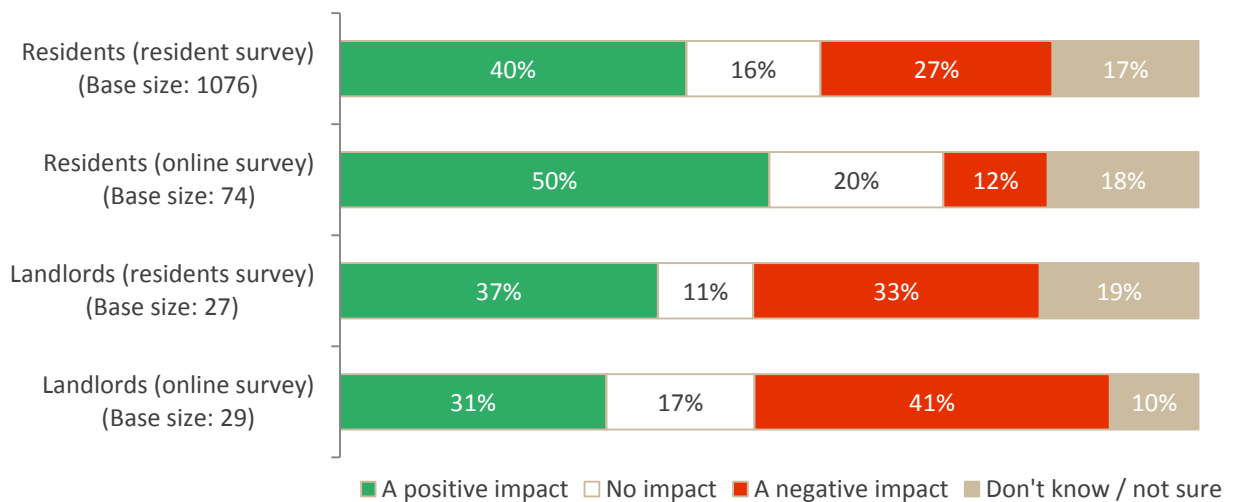


Results by resident and landlord

Results differ by type of respondent, with residents slightly more positive than landlords who responded to the resident consultation. 40% of residents feel it will have positive impact, compared to 37% of landlords. 27% and 33% respectively feel that it will have a negative impact on them. When split out, 43% of privately renting tenants feel it will have a positive impact, whilst a third (33%) feel it will have a negative impact.

In terms of the online consultation, half of residents (50%) and a third of landlords (31%) feel it will be positive, whilst four out of ten landlords (41%) and only 12% of residents feel it will have a negative impact on them. Similarly, when split out, around half (49%) of privately renting tenants feel it will have a positive impact, whilst 5% feel it will have a negative impact.

Figure 9: Likely impact of option 2 by resident and landlord responses



Respondent comments on option 2

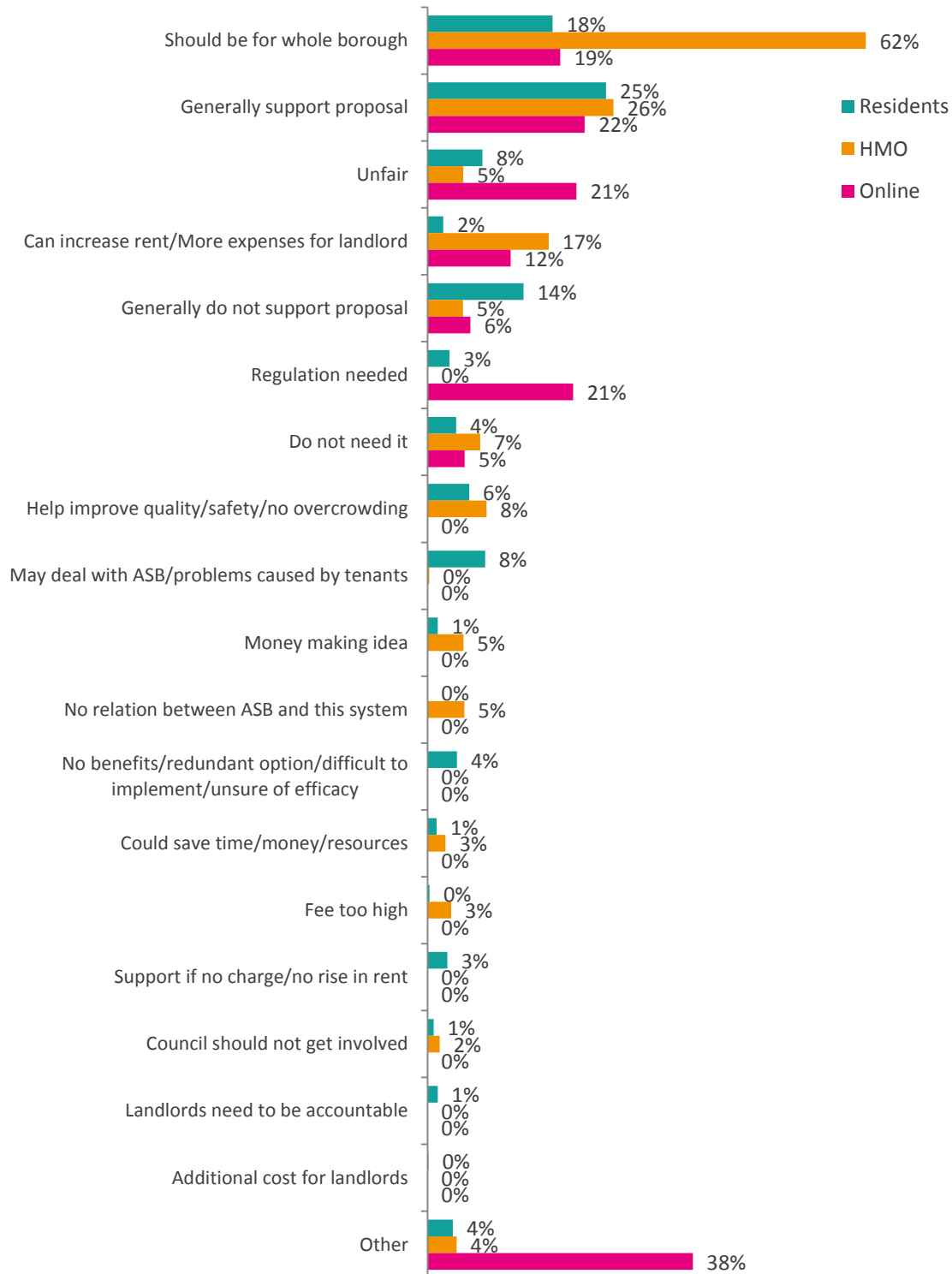
Respondents were invited to add any further comments they may wish to about the option. These results have been grouped into themes, then analysed.

The most common comment from respondents to the residents' survey is that they are generally in support of the proposal (25% of respondents commented about this). 18% of comments are around whether the scheme should be borough-wide, rather than in certain areas. This is followed by 14% of respondents who generally do not support the proposal.

For respondents to the HMO consultation, the most common response is whether the scheme should be borough-wide, rather than in certain areas. (62%). This is followed by 26% of respondents who are generally in support of the proposal. 17% of comments relate to whether costs will be passed onto tenants and rents increased as a result.

The most common responses to the online consultation are that they are a range of 'other' issues that lead them to choose to support or not support the proposal. 22% are generally in support of the proposal, while 21% feel the scheme is generally unfair on landlords and a further 21% feel that regulation of the industry is needed.

Figure 10. Additional comments on option 2



Stakeholder views

As with the additional licensing scheme option, there is generally a divide in views between the landlords associations and other stakeholders, although fewer stakeholders are as supportive of selective licensing as they are of additional licensing. Some of the key themes are detailed below.

Existing evidence on impact of selective licensing schemes

There are mixed views around the evidence on what impact selective licensing in designated areas has had elsewhere in the country, where it has been introduced. The landlords associations feel that there is no evidence that these have had any impact elsewhere. However, a number of other stakeholders feel that the problems with housing in the private rented sector is not just down to HMOs therefore selective licensing allows the council to tackle the industry more fully.

“I think it will definitely have an impact. I'm sure your evidence shows that it's not just HMOs but the whole sector... If we look at the evidence coming from Newham, it definitely does have an impact.” (Public sector stakeholder)

“I think there is very good evidence that it targets them [rogue landlords], as it makes it nice and clear that if they live in an area they need a licence.” (Public sector stakeholder)

However, there are a number of stakeholders who although are in support the scheme, feel that available evidence suggests that borough-wide schemes are more effective than those introduced in designated areas.

“Licensing has worked well only in the boroughs that have borough-wide licensing. Waltham Forest etc... For people like ourselves who have partial licensing, it hasn't worked well. In most cases, if you rent, you need a licence, regardless of what licence you have, you have them in [the system] and you can clean it up afterwards.” (Public sector stakeholder)

“It probably needs to be everywhere not just in certain areas. ASB changes a lot and I don't think we've seen the benefits in those areas. It needs to apply to everyone.” (Third sector stakeholder)

Anti-social behaviour evidence to support the proposal

A number of stakeholders feel that there is not enough evidence provided within the proposal to demonstrate that there is a direct link between the private rented sector and ASB and that the council should be clearer about the link.

“It's not clear at all what the data sources are. Has the data been credibly looked at and a causal link between ASB and the PRS been established? It needs to be much more robust

than I can see in the document. It looks like main roads, shopping areas etc., where ASB may be as a result of this rather than PRS. It may be that it just happens to overlap with the PRS. Flats over shops generally have poor provisions for rubbish. At the bottom end of the market, it is not ASB in particular but they are just on main roads, shopping areas and it tends to concentrate in these areas.” (Third sector stakeholder)

“They haven't provided information about whether the ASB is housing related. They are not providing any information on what the evidence base is on why they are introducing it.” (National Landlords Association)

“I'm just not sure about the linkage there. You could have the ASB being linked to a pub or a betting shop or a pawn shop, and it's not clear whether that can that be put down to housing.” (Public health stakeholder)

“I don't know the way they have identified this and whether it's over a year. I don't know whether it's the same people or whether its different people coming in.” (Third sector stakeholder)

Legal powers

As with additional licensing, the landlords associations feel that the council already has the legal powers that they need to tackle the issues that they are looking to tackle via additional licensing. Another stakeholder suggested that if the council already has powers it is not using, a licensing scheme is unlikely to change this.

“I don't think there are any London authorities who use interim management orders... even when they have a statutory duty they still don't. They worry they don't have things in place to manage these properties. They are very nervous about it.” (Third sector stakeholder)

Communication

A number of stakeholders feel that communication is crucially important where there are so many different parts of the borough affected as it is likely to cause confusion amongst landlords and potentially that the council could receive a great number of incorrect applications.

“The size of the area will be confusing. If you go by postcode, landlords and agents don't know what postcode it is. One of the things that will come out of this will be incorrect applications...There needs to be a policy on refunds built in at an early stage.” (Third sector stakeholder)

Measuring impacts on ASB

Several stakeholders feel that the council needs to put in place measures to establish what the current levels of ASB are that are caused by private rented sector housing, and track these if a scheme is introduced, to identify whether licensing is having an impact.

“How we measure that and over what time we measure that is important, so we need to know what we've got before we start. Then what is success, what are the measures we put in place and certainly what resources to make sure that is working.” (Public sector stakeholder)

“It would be really important for Hammersmith & Fulham to monitor the levels of ASB and the impact of the selective licensing once it is in place.” (Third sector stakeholder)

Enforcement not just licensing

As with additional licensing, a number of stakeholders feel that without the proper resources to inspect and enforce, this would merely be a paper exercise and will not help improve the sector. They also feel that the council needs to ensure it has the right resources and skills in place to effectively deliver the scheme from day one.

“There are a significant number of landlords that don't take any notice of legislation or requirements, so it's how you would enforce it that's the difficulty.” (Residents Association)

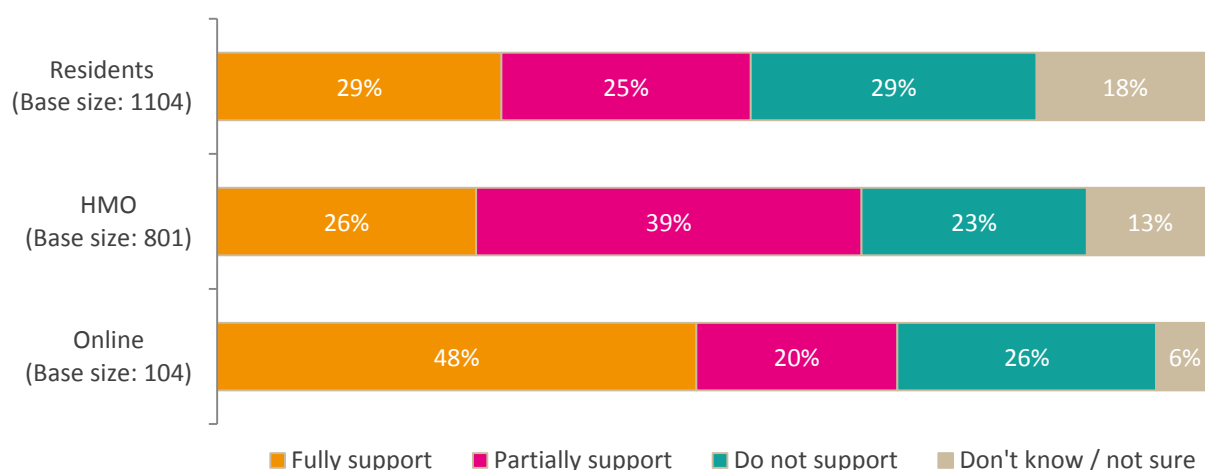
Option 3: Introduce a Hammersmith & Fulham landlords rental charter

This proposal would see the introduction of a Hammersmith & Fulham Landlords Rental Charter that commits landlords to best practice on rents, housing standards, charges, tenants' deposit protection and security of tenure. The proposal aims to be self-certified and the council would not verify that landlords are upholding the principles set out in the charter.

Just over half of all respondents to the residents' survey (54%) support the proposal to introduce a Hammersmith & Fulham landlords rental charter. Around three out of ten (29%) fully support the proposal, and a quarter (25%) partially support the proposal. Around three out of ten (29%) do not support the proposal.

Support for this proposal is more positive for those taking part in the HMO consultation (65%) and for the online consultation (68% in support). Around a quarter of respondents to these consultations (23% to the HMO consultation and 26% to the online consultation), do not support the proposal.

Figure 11: Support for Proposal 3 (by consultation method)

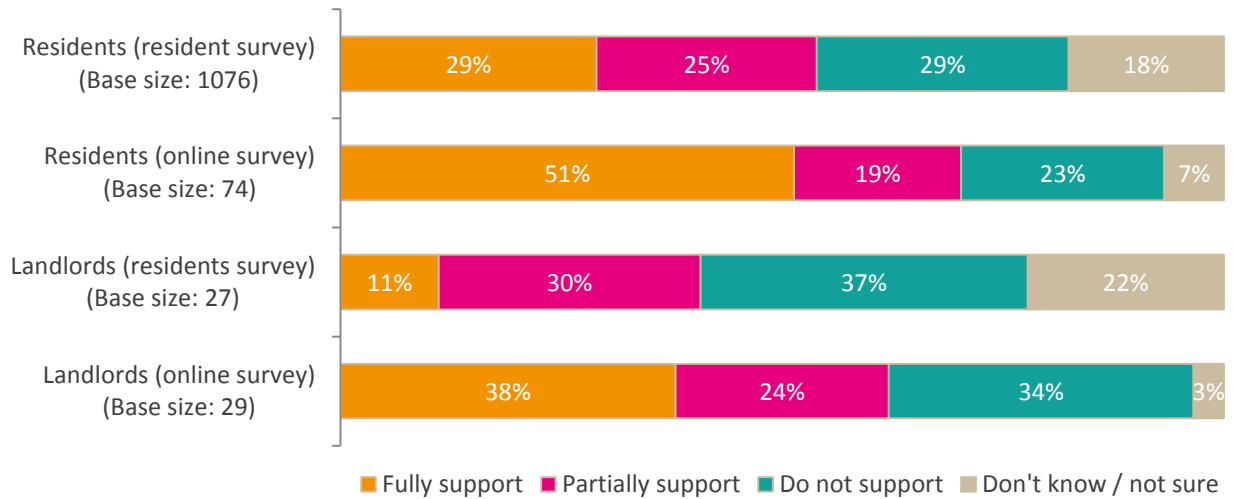


Results by resident and landlord

Results differ by type of respondent, with residents more positive than landlords who responded to the resident consultation. Over half of residents (54%) support of the proposal, compared to 41% of landlords. 29% and 37% respectively do not support the proposal. Six out of ten (60%) privately renting tenants are in support, whilst 28% do not support the proposal.

In terms of the online consultation, seven out of ten residents (70%) and six out of ten landlords (62%) are in support, whilst 34% of landlords and 23% of residents do not support the proposal. Seven out of ten (70%) privately renting tenants are in support, whilst around a quarter (26%) do not support the proposal.

Figure 12: Support for proposed option 3 by resident and landlord responses

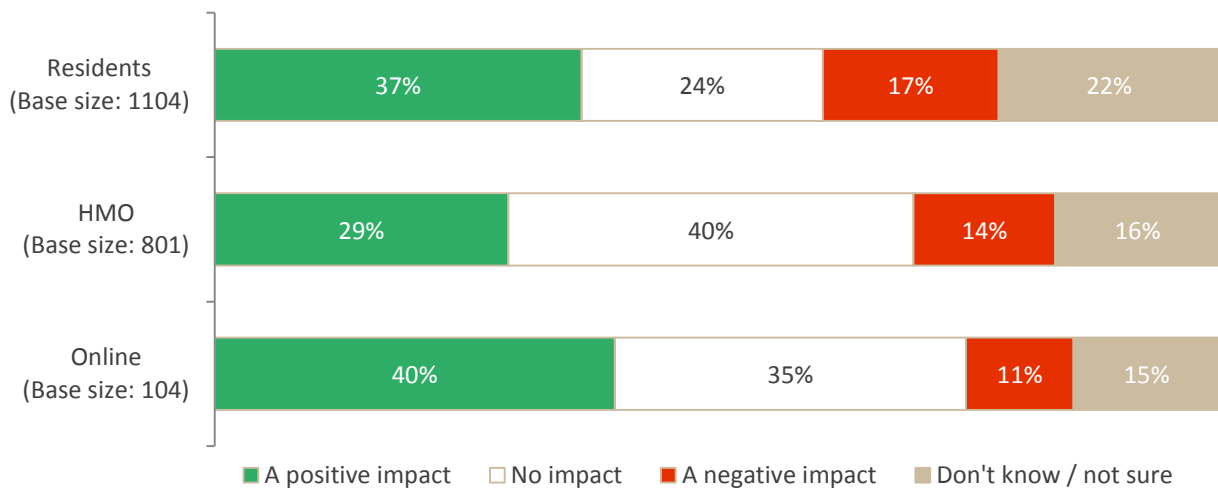


Likely impact on respondents

Respondents were then asked what impact, if any, introducing an H&F landlords rental charter would have on them. 37% of respondents to the residents’ survey feel it will have a positive impact, whilst 17% feel it will have a negative impact. Around a quarter (24%) feel it will have no impact at all. Around one in five (22%) do not know what impact it is likely to have on them.

Again, we see similar results from respondents of the online consultation with four out of ten (40%) saying they feel it will have a positive impact on them. Only one in ten (11%) feel that it will have a negative impact on them. Around three out of ten HMO consultation respondents (29%) feel it is likely to have a positive impact and 14% a negative impact.

Figure 13: Likely impact of Proposal 3 (by consultation method)

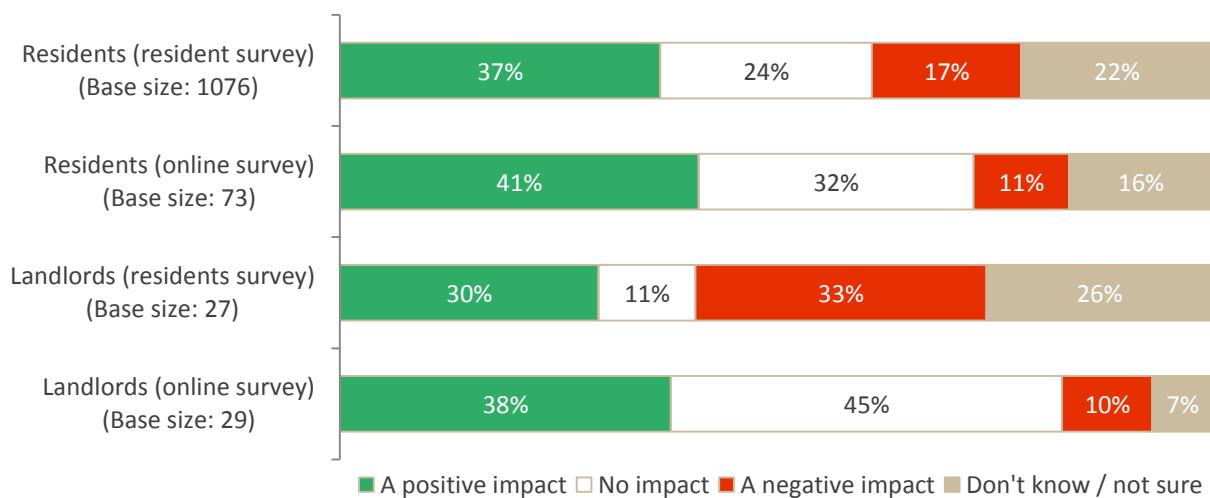


Results by resident and landlord

Results are relatively similar by type of respondent, with residents slightly more positive than landlords who responded to the resident consultation. 37% of residents feel it will have positive impact, compared 30% of landlords. 17% and 33% respectively feel it will have a negative impact on them. Around four out of ten (42%) privately renting tenants feel it will have a positive impact, compared to 20% who feel it will be negative.

In terms of the online consultation, 41% of residents and 38% of landlords feel it will be positive, whilst only 11% and 10% respectively feel it will have a negative impact on them. Around four out of ten (38%) privately renting tenants feel it will have a positive impact, compared to only 5% who feel it will be negative.

Figure 14: Likely impact of option 3 (by resident and landlord responses)



Respondent comments on option 3

Respondents were invited to add any further comments they may wish to about the option. These results have been grouped into themes, then analysed.

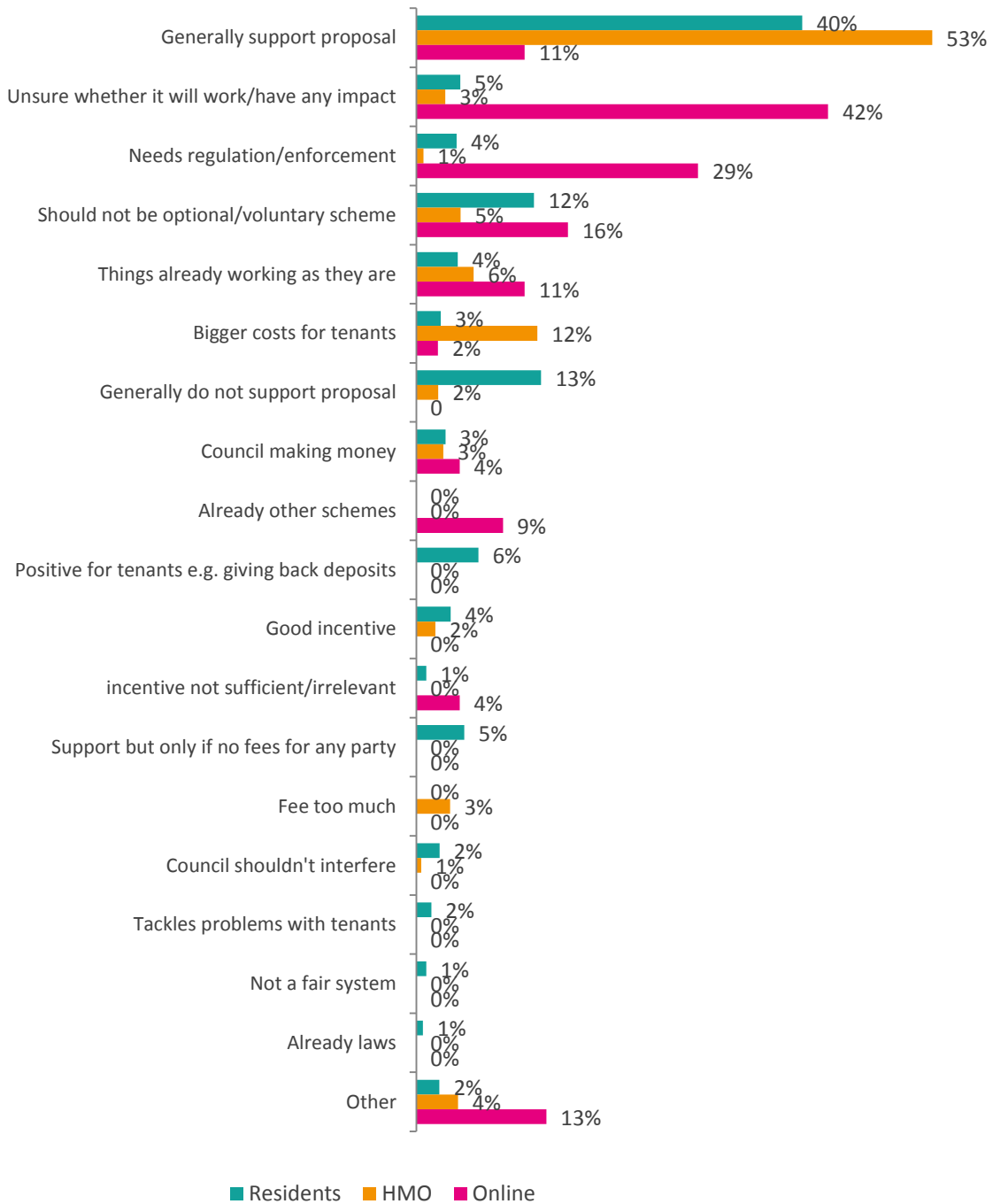
The most common comment from respondents to the residents' survey were that they were generally in support of the proposal (40% of respondents commented about this). 13% were from respondents saying that they generally do not support the proposal. 12% commented on whether the option should be voluntary and why should it not mandatory for landlords to sign up to.

For respondents to the HMO consultation, the most common response is that they were generally in support of the proposal (53%). This is followed by 12% of respondents concerned about the costs being passed on to tenants/rents would generally increase as a result. 6% feel that things are working okay as they are currently.

The most common responses to the online consultation were queries around whether the proposal is likely to work or have any impact (42%). This is followed by 29% who feel that there is a need for regulation and

enforcement if this is put in place. 16% commented on whether the option should be voluntary and why should it not mandatory for landlords to sign up to.

Figure 15. Additional comments on option 3



Stakeholder views

There are mixed views amongst stakeholders as to whether a landlords charter is likely to have any impact on improving the private rented sector. Many feel it is a good idea in principle, but are unsure what impact it will have. Some of the key themes are detailed below.

Voluntary scheme will only attract good landlords

Most stakeholders feel that as the scheme is voluntary, it is likely to only get 'good' landlords to sign up to it because they already adhere to the standards that the charter sets out. Most feel that landlords who the council will wish to tackle to improve housing standards, are unlikely to sign up to the scheme.

"We are generally quite sceptical about voluntary schemes. They generally get very small coverage - only around 2-5% sign up to that. So what does that do to the majority of the sector?" (Third sector stakeholder)

"By their nature, voluntary schemes only attract those that do comply... it has no impact whatsoever on anyone else." (Advice4Renters)

"The reputable landlords would certainly sign up to that. The difficulty rises from those that aren't and even if they did sign up, they would just fail to comply with it" (Residents Association)

Although in general disagreement with introducing it, one stakeholder feels that there will still be a group of landlords outside of any licensing scheme that could be targeted, but this is the only group that will benefit from a voluntary scheme:

"The charter may work for those outside of the HMO and selective licensing." (Public sector stakeholder)

Standards are already requirements for landlords to adhere to

A small number of stakeholders comment that the items on the charter are generally things that landlords are already required to do by law and therefore question the need for it.

"In theory, the tenant's charter is a good idea. However, there is already legislation in place protecting tenant's interests regarding deposits, security of tenure and protection from illegal evictions." (Public sector stakeholder)

“All they are talking about within it is what’s in the law...what they are proposing is the law. Therefore what they are talking about is enforcing the current law, so why aren't they doing that today...” (National Landlords Association)

Landlord schemes already available

A number of stakeholders suggest that there are other schemes and accreditations already in existence (such as the London Rental Standards or London Landlords Accreditation Scheme) which landlords are able to sign up to, so they question why a landlord is likely to want to sign up to yet another scheme.

“This seems to be another form of accreditation, and there is already the London Landlord Accreditation Scheme (LLAS) which could be promoted instead. The LLAS also has the advantage of being autonomous and independent from any individual borough.” (Public sector stakeholder)

“... They won't sign up. These codes exist already. There is the private rented sector code...which is pretty much this. It already exists. But you also have the London Landlords accreditation scheme which applies to all of London and had less than 1,000 people sign up across the whole of London.” (Residential Landlords Association)

“Why are you bothering with that when you have the London ones” (Third sector stakeholder)

“You've got the London Rental standards and take up has been very poor. You've got the London accreditation scheme, the NLA and RLA have tried.” (Public sector stakeholder)

“I'm not sure how receptive landlords are going to be to signing up to yet another scheme.” (Public sector stakeholder)

Benefits to landlords to encourage uptake

A number of stakeholders feel that there needs to be a clear benefit to landlords to encourage them to sign up to a charter.

“This is what we feel is needed. It’s not easy for them to understand all the things they need, but it needs to be made attractive to them.” (Third sector stakeholder)

“I think there would need to be some form of carrot to encourage them to sign up to them.” (Third sector stakeholder)

“If you were a landlord, what is the point, why would you sign up? You would be better signing up to a landlords body that has a code of conduct and can get something in return.”

(National Landlords Association)

Paper exercise if not enforced

As with the other proposals, most stakeholders feel that those who join the scheme but who are subsequently found to not live up to the charter need to be brought to task, otherwise the scheme has no ‘teeth’ at all and is just a piece of paper. However, the fact that it is voluntary may not enable the council to really enforce it.

“Some may just lie and they are on the register claiming to meet standards that they don't... There should be some threat if they sign up and then are found not to meet them. Something like a check or a stiff penalty if they lie. I like that this is a strong carrot and that it's voluntary... But it needs to have some kind of stick that if you claim to be a good landlord and they are not, that there is a penalty that goes alongside that.” (Public health stakeholder)

“If landlords don't uphold what they have signed, what happens then? Maybe an element where the council could revoke it? What value does the charter have if potentially there is no enforcement?” (Third sector stakeholder)

Option 4: Introduce revised minimum HMO standards

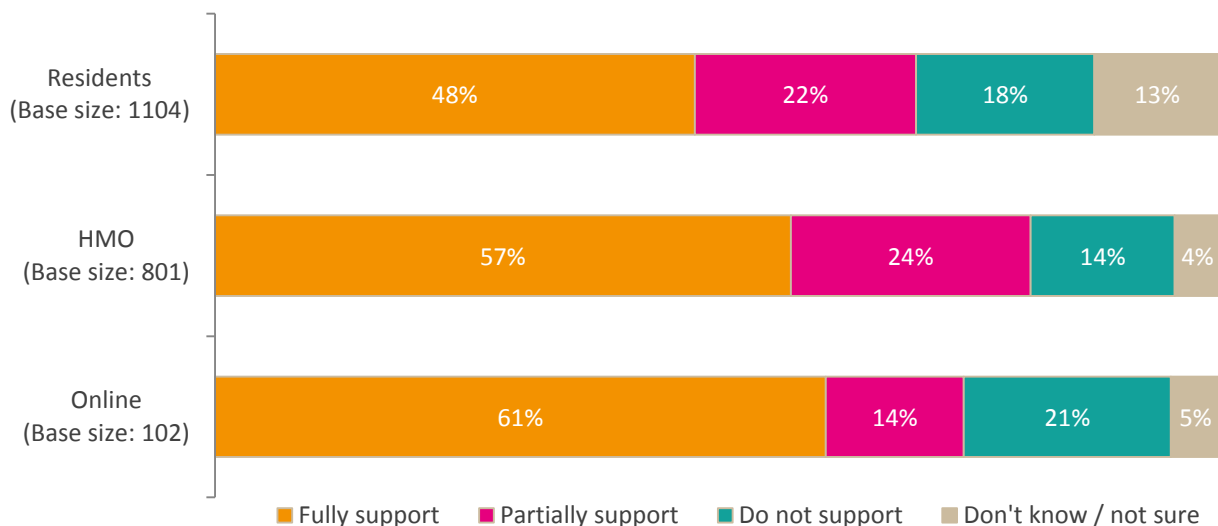
This proposal would see the revision of the local HMO standards that the council use to decide whether a property is reasonably suitable for occupation by a certain number of persons. By amending local standards, the council could ensure that licensed accommodation is maintained above minimal national standards that do not adequately reflect the built form, size, layout and type of HMO that is typically found in the borough. New local standards would provide information for landlords on what is required of them to comply with the law, which would include the management, safety, facilities, waste storage and collection and living space for the occupiers.

Support for proposed option

This proposal attracted the highest levels of support from the residents' survey, with seven out of ten (70%) supportive of the council revising their minimum HMO standards. Just under half (48%) say that they fully support the proposal and around one in five (22%) say they partially support the proposal. 18% say they do not support the option.

Those taking part in the HMO consultation feel more strongly about this proposal, with 81% in support and only 14% opposing it. Similarly, this proposal attracted the highest levels of support in the online consultation, with three quarters (75%) in support.

Figure 16: Support for Proposal 4 (by consultation method)

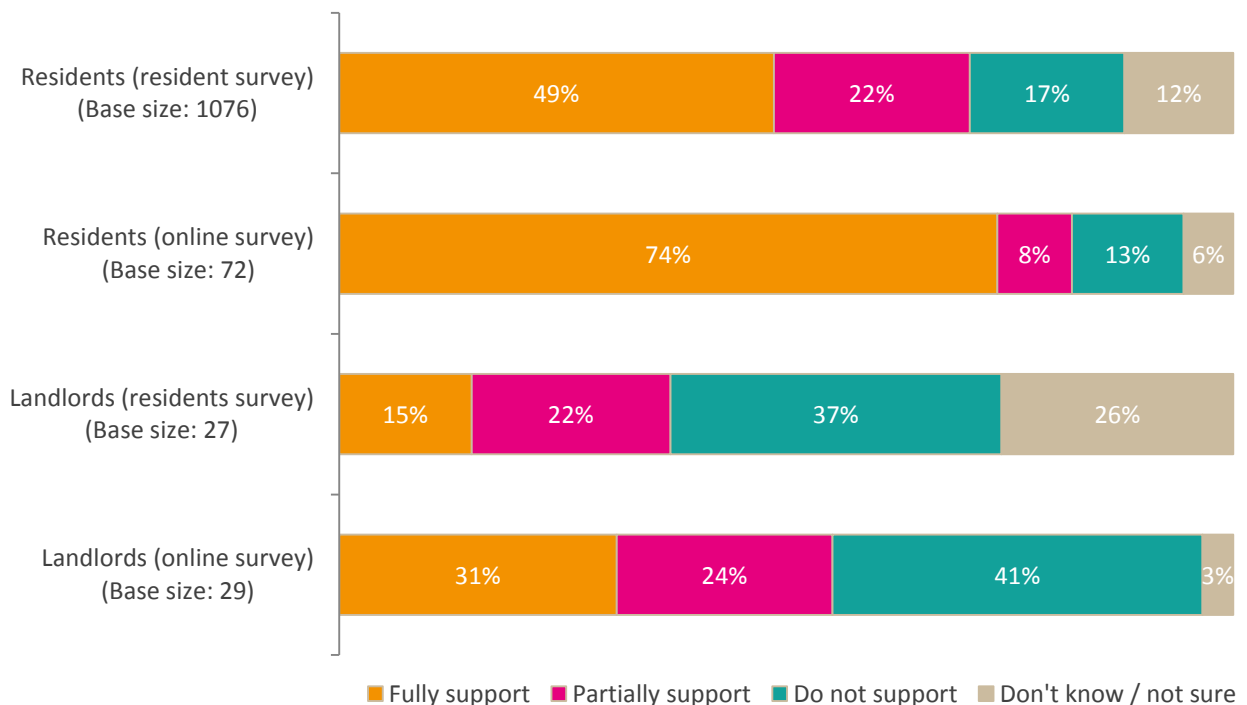


Results by resident and landlord

Results differ by type of respondent, with seven out of ten residents (71%) who responded to the resident consultation in support of the proposal, compared to 37% of landlords. The proportion of those who do not support the proposal differ considerably; 17% of residents and 37% of landlords. When split out, around seven out of ten (69%) privately renting tenants are in support, whilst 22% do not support the proposal.

In terms of the online consultation, around eight out of ten residents (82%) and just over half of landlords (55%) are in support, whilst four out of ten landlords (41%) and some one in ten (13%) residents do not support the proposal. When split out, around eight out of ten (81%) privately renting tenants are in support, whilst 14% do not support the proposal.

Figure 17: Support for proposed option 4 (by resident and landlord responses)

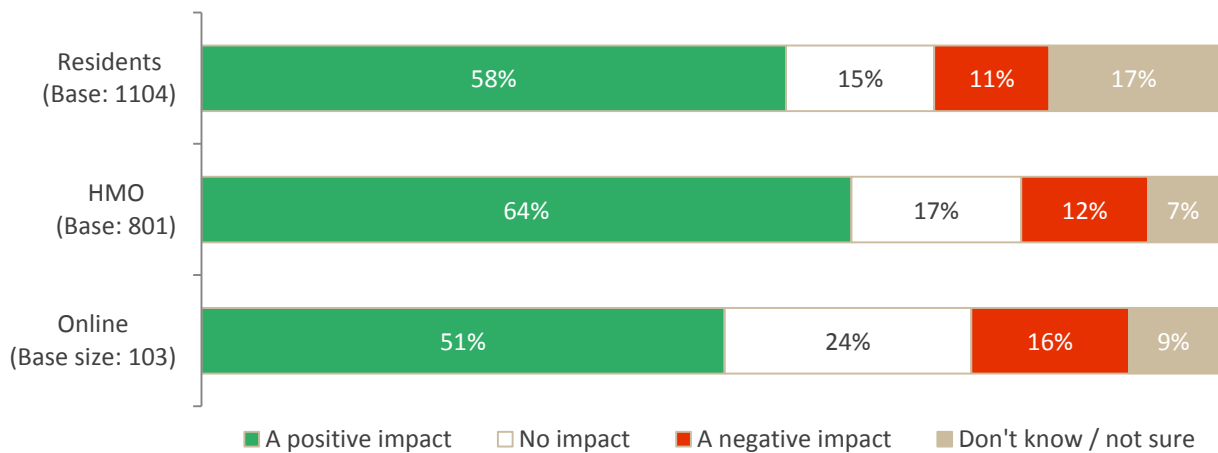


Likely impact on respondents

Respondents were asked what impact, if any, introducing revised minimum HMO standards will have on them. From the residents’ survey, around six out of ten (58%) feel it will have a positive impact, 11% feel it will have a negative impact and 17% say it will have no impact at all. One in five (20%) do not know what impact it is likely to have on them.

As we found in terms of support for this proposal, a higher proportion of respondents taking part in the HMO consultation feel that this will have a positive impact on them (64%). A majority of respondents to the online consultation also agreed, with around half (51%) feeling it will have a positive impact on them.

Figure 18: Likely impact of Proposal 4

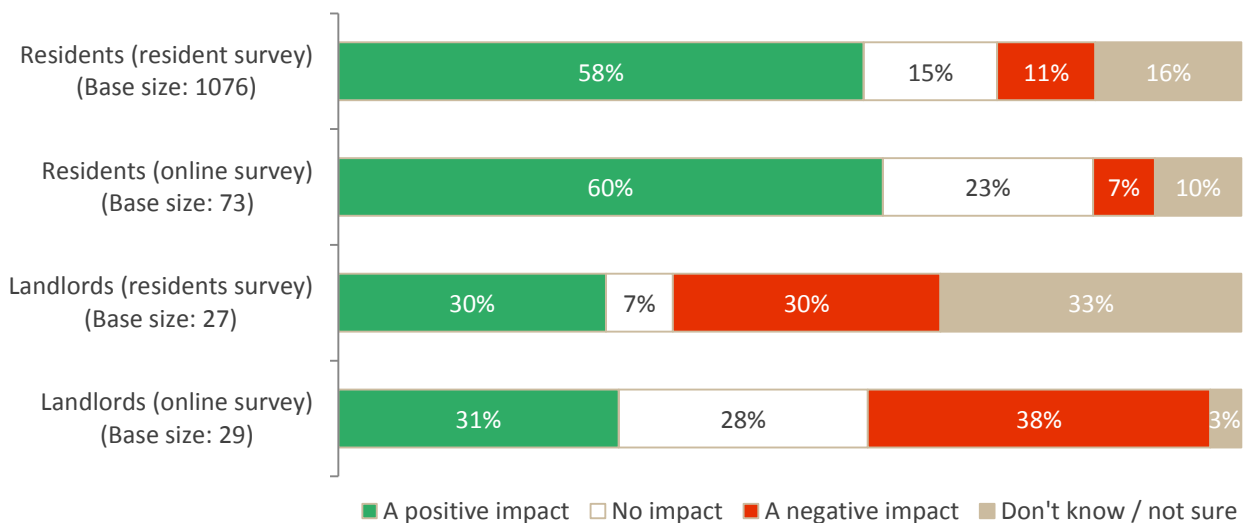


Results by resident and landlord

Results differ by type of respondent, with residents more positive than landlords who responded to the resident consultation; 58% of residents feel it will have positive impact, compared to 30% of landlords. The proportions of those who feel it will have a negative impact also differ considerably; 11% of residents and 30% of landlords. When split out, some three fifths (58%) of privately renting tenants feel it will have a positive impact, whilst 17% feel it will have a negative impact.

In terms of the online consultation, six out of ten residents (60%) and three out of ten landlords (31%) feel it will positive impact them, whilst 38% of landlords feel it will negative impact them (compared to only 7% of residents). When split out, just over half (53%) of privately renting tenants feel it will have a positive impact, whilst 9% feel it will have a negative impact.

Figure 19: Likely impact of option 4 (by resident and landlord responses)



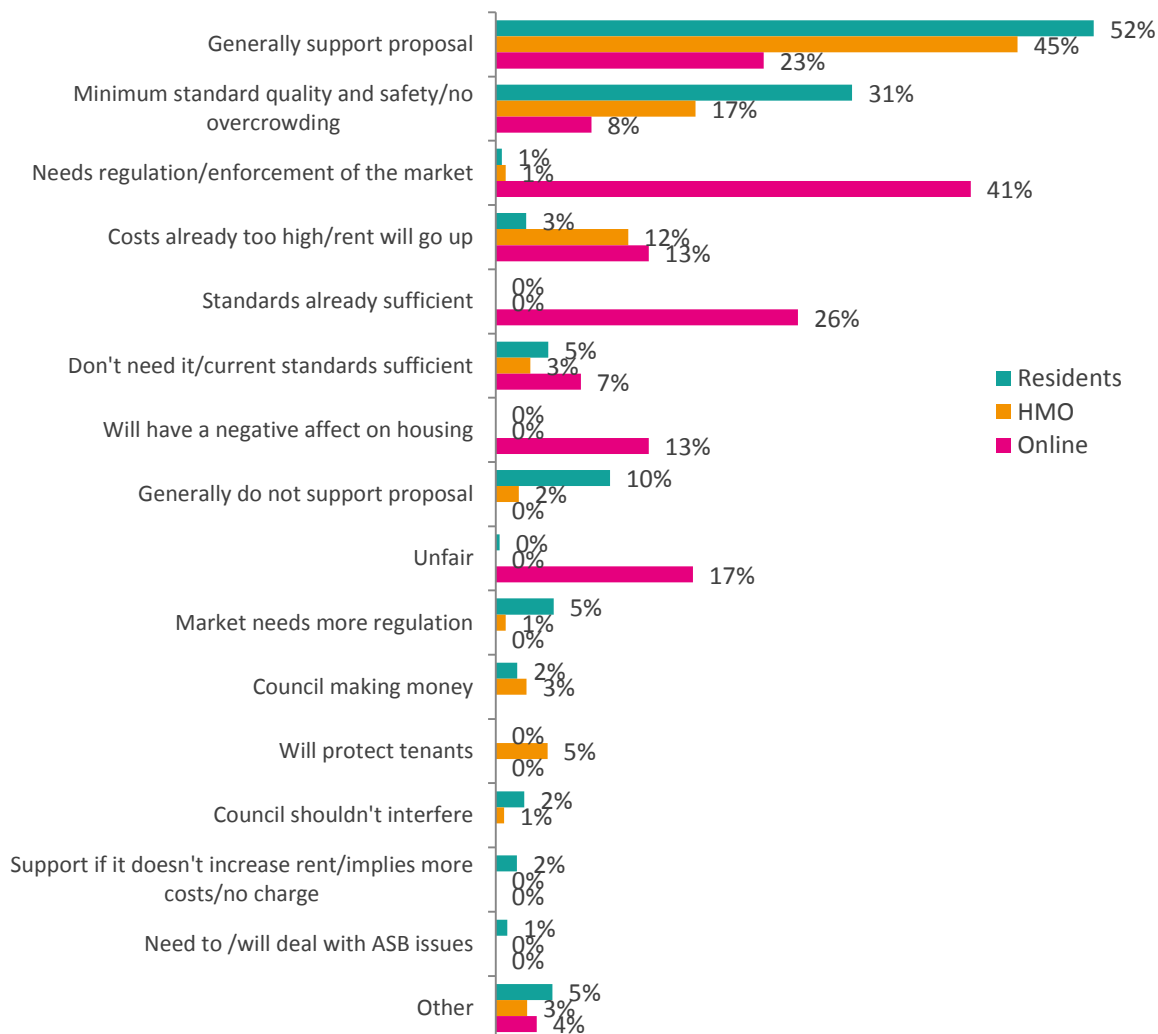
Respondent comments on option 4

Respondents were invited to add any further comments they may wish to about the option. These results have been grouped into themes, then analysed. The most common comment from respondents to the residents' survey were that they were generally in support of the proposal (52% of respondents commented about this). 31% of comments were around the proposal raising the minimum quality standards and safety and improve issues of overcrowding. This is followed by 10% of respondents saying that in general they did not support the proposal.

For respondents to the HMO consultation, the most common response is that they were generally in support of the proposal (45%). This is followed by 17% of comments around the proposal raising the minimum quality standards and safety and improve issues of overcrowding. This is followed by 12% of respondents who feel that it will result in bigger costs/higher rents for tenants.

The most common responses to the online consultation were that the market needs regulation and enforcement (41%). This is followed by 26% saying that the current standards are already sufficient (26%). This is followed by 23% who are generally in support of the proposal.

Figure 20. Additional comments on option 4



Stakeholder views

All stakeholders other than the landlords associations were in support of the proposal to update the minimum HMO standards. Some of the key themes are detailed below.

Provides landlords with guidance on their duties

Many feel that landlords sometimes are ignorant of their duties rather than wilfully flouting the law, therefore any information and guidance to help them should be beneficial. A small number of stakeholders suggested that training and briefing landlords on the documentation will help take it a step further and bring the guidance to life for landlords. It will also give them the opportunity to clarify any areas of confusion for them with the council.

“There are currently over 100 pieces of legislation that a landlord has to comply with. The laws that the private rented sector has to comply with can be easily misunderstood... The NLA agrees that some landlords, most often due to ignorance rather than criminal intent, do not use their powers to manage their properties effectively. A more appropriate response therefore would be to identify issues and to assist landlords.”

(National Landlords Association)

“It makes it more explicit about what they [the minimum standards] are. Some [landlords] genuinely don't know. It's not through a lack of wanting to know, it's just hard to find out.”

(Third sector organisation)

“We know shared accommodation is incredibly popular due to rising rents and the element of affordability. Having a focus on HMO standards is really, really positive. Sometimes it can get really jargony, it would be really useful for Hammersmith & Fulham to do workshops or sharing sessions so if landlords have any questions. Reading is one thing, but actually having a meeting where it isn't intimidating and landlords could really understand your ideas, would be really useful.” (Third sector organisation)

“It would give landlords the understanding they need to have HMOs. It will give them a framework. For some landlords where they have no idea... we know that potentially they don't understand the framework... so maybe this could be a leg up in this instance.” (Third sector organisation)

Revising 'minimum' legal standards questioned

There were a number of questions raised around whether the council are trying to 'raise' the minimum standards or are updating the set of standards that they have in line with current legislation. The landlords associations feel that the council is acting unlawfully as HMO standards are based on legal standards set by government and the council does not have the powers to raise those standards. The RLA feel that the council should consider lobbying government to raise standards.

"From a legal point of view, we have prescribed standards in the legislation. I don't see how we can change that. We can play about with the space, but the others are prescribed. We can't ask for anything more rigorous than the national standards." (Public sector stakeholder)

"Hammersmith & Fulham can't do that. It's completely unlawful and they can't do that. HMO standards are set nationally. There is no power for local authorities to set minimum standards. They can set guidance as to what they consider acceptable. They have to apply that holistically...Hammersmith & Fulham should also consider whether they should be lobbying the government. Standards are set by the government and if they want higher standards, which I don't disagree with, they should push the government to set higher standards." (Residential Landlords Association)

Enforcement and inspection

Many feel that a document will have no effect on improving HMO standards unless properties are inspected and enforced. As with all options, the council needs to make sure this is not simply a paper exercise and that inspections take place and any necessary enforcement action is taken.

"HMOs are notorious and I'd have through a better ability to oversee their management along with the opportunity to extend the licensing to bring others under the banner, it can only be a good thing." (Public health stakeholder)

"Who will access it is the question. You would hope this would be a way of getting those properties and restating those principles. It needs to become a commitment to enforcement and understanding that this goes hand in hand with any legislation and it can't work without it." (Third sector stakeholder)

"It could have an impact provided it is backed up by inspection. From what I can see, I am not sure that the council does enough to inspect houses for compliance." (Residents Association stakeholder)

Tackling worst HMOs

A small number of stakeholders feel that the standards will not tackle the criminal landlords where HMO conditions are likely to be the worst for residents, as they will continue to operate outside of the law and will not follow whatever guidelines are introduced and only enforcement will be truly effective

“It will tackle bad landlords to the extent that it is enforced against.” (Third sector stakeholder)

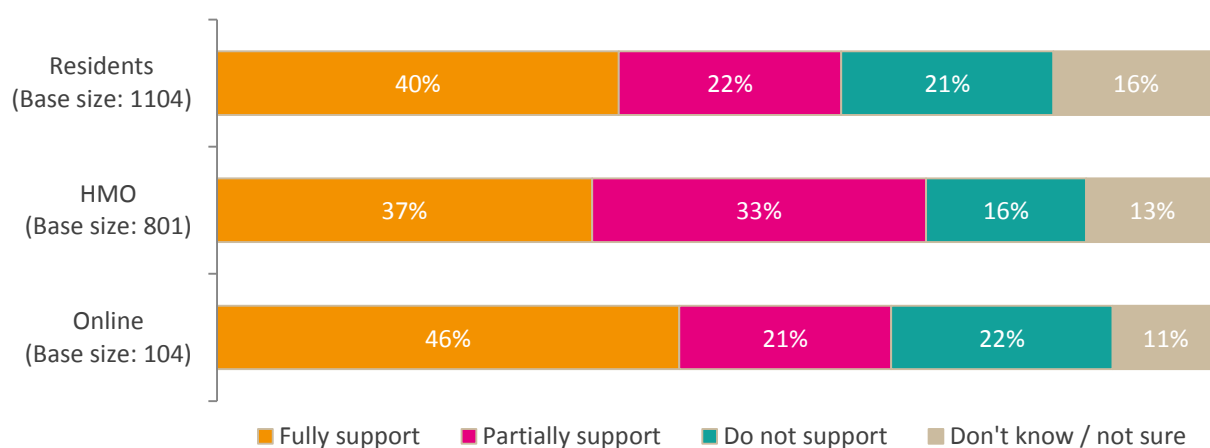
Option 5: Introduce a Social Letting Agency

This proposal would see the introduction of a social letting agency in the borough. The idea is to help residents on low or modest incomes to overcome the barrier to accessing homes in the private rented sector and to help landlords in this part of the market find suitable tenants. It is expected that the proposed model to be advantageous to both tenant and landlord. Through the agency, the council could aim to let properties or rooms in the private rented sector through provision of tenant sourcing and letting services at competitive fees and rates.

Around six out of ten respondents (62%) to the residents' survey are in support of the proposal to introduce a social letting agency. Four out of ten (40%) fully support the proposal, whilst 22% partially support the proposal. Around one in five (21%) do not support the proposal.

Overall, support for this proposal is strongest for HMO respondents, with around seven out of ten (71%) in support (fully or partially) and 16% who oppose the proposal. Results are also relatively strong for those taking part in the online consultation, with around two thirds (67%) saying they are in support.

Figure 21: Support for Proposal 5 (by consultation method)

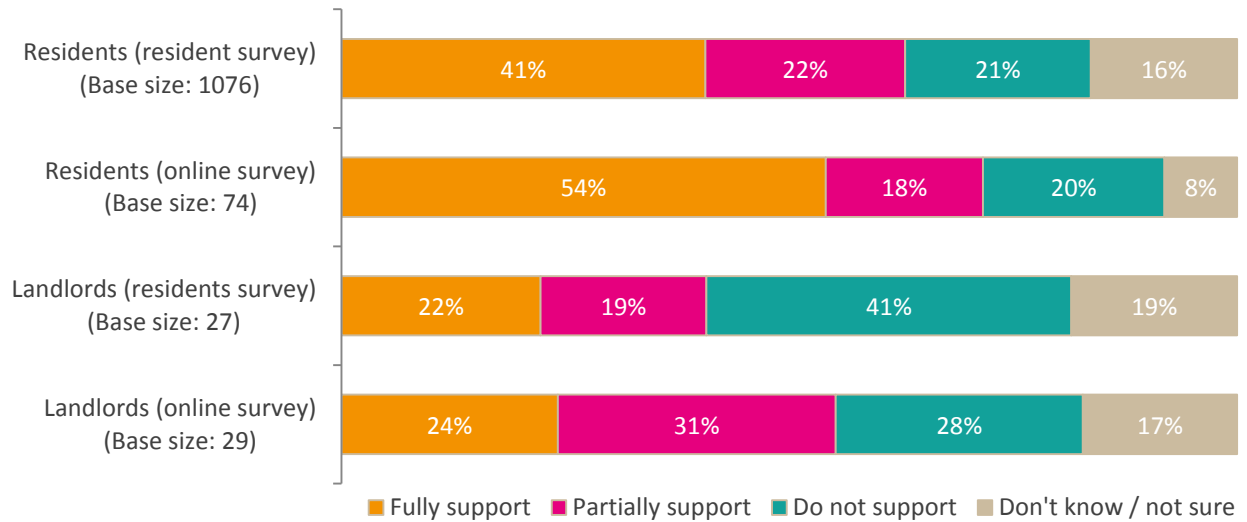


Results by resident and landlord

Results differ by type of respondent, with around six out of ten residents (63%) who responded to the resident consultation in support of the proposal, compared to four out of ten landlords (41%). A higher proportion of landlords do not support the proposal, compared to residents (41% and 21% respectively). When split out, six out of ten (60%) privately renting tenants are in support of the proposal, whilst 28% are not.

In terms of the online consultation, seven out of ten residents (72%) and just over half of landlords (55%) are in support, whilst 28% of landlords and 20% of residents do not support the proposal. When split out, around eight out of ten (79%) privately renting tenants are in support of the proposal, whilst 14% are not.

Figure 22: Support for proposed option 4 (by resident and landlord responses)

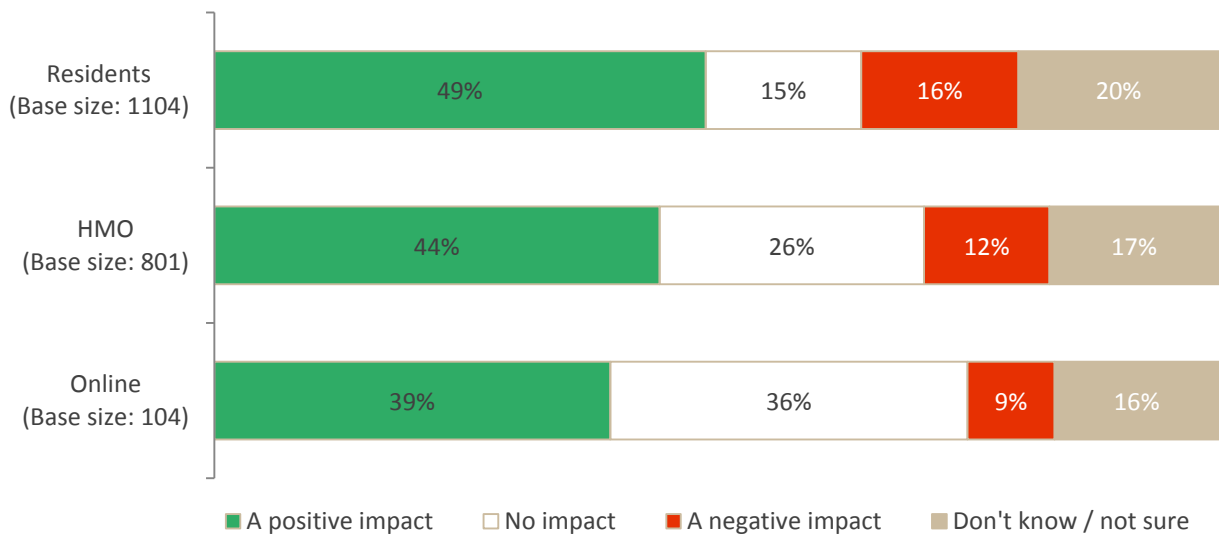


Likely impact on respondents

Respondents were asked what impact, if any, introducing a Social Letting Agency would have on them. Around half of respondents to the residents’ survey (49%) feel it will have a positive impact, 16% feel it will have a negative impact and a further 15% feel it will have no impact at all. On in five (20%) do not know what impact it is likely to have on them.

HMO respondents were also positive, with just over four out of ten (44%) feeling this will have a positive impact on them. Around four out of ten respondents (39%) to the online consultation feel it will have a positive impact on them; only around one in ten (9%) feel that it will have a negative impact on them.

Figure 23: Likely impact of Proposal 5 (by consultation method)

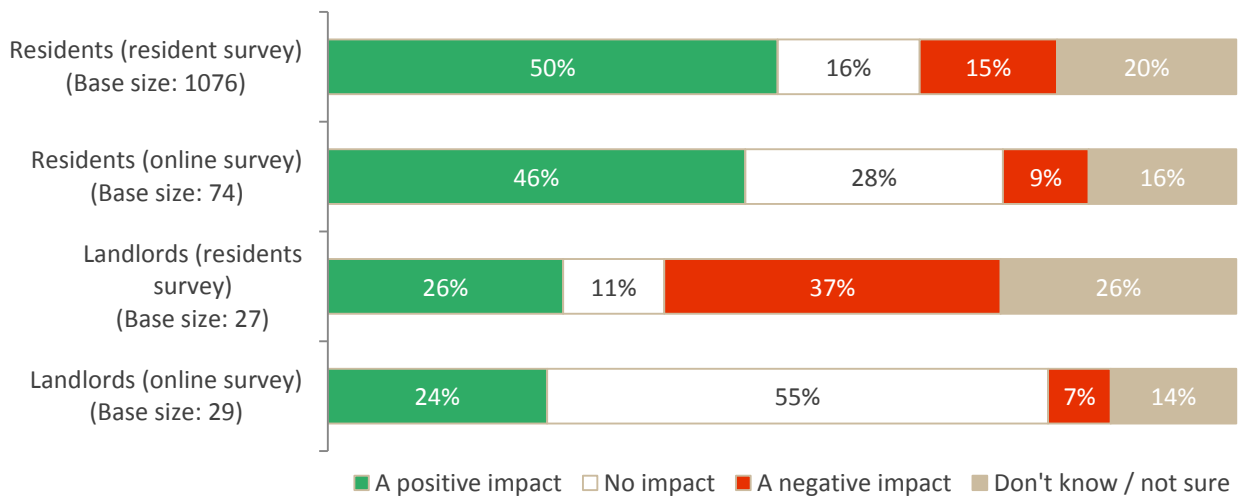


Results by resident and landlord

Results differ by type of respondent, with residents more positive than landlords who responded to the resident consultation. Half of residents (50%) feel it will have positive impact, compared to around a quarter of landlords (26%). The proportion of those who feel it will have a negative impact also differ, with 15% of residents and 37% of landlords feeling it will have a negative impact. When split out, around half (49%) of privately renting tenants feel it will be positive, whilst 21% feel it will be negative.

In terms of the online consultation, just under half of residents (46%) and only 24% of landlords feel it will be positive, however 9% of residents and 7% of landlords feel it will have a negative impact. When split out, four out of ten (40%) of privately renting tenants feel it will be positive, whilst only 2% feel it will be negative.

Figure 24: Likely impact of Proposal 5 (by resident and landlord responses)



Respondent comments on option 5

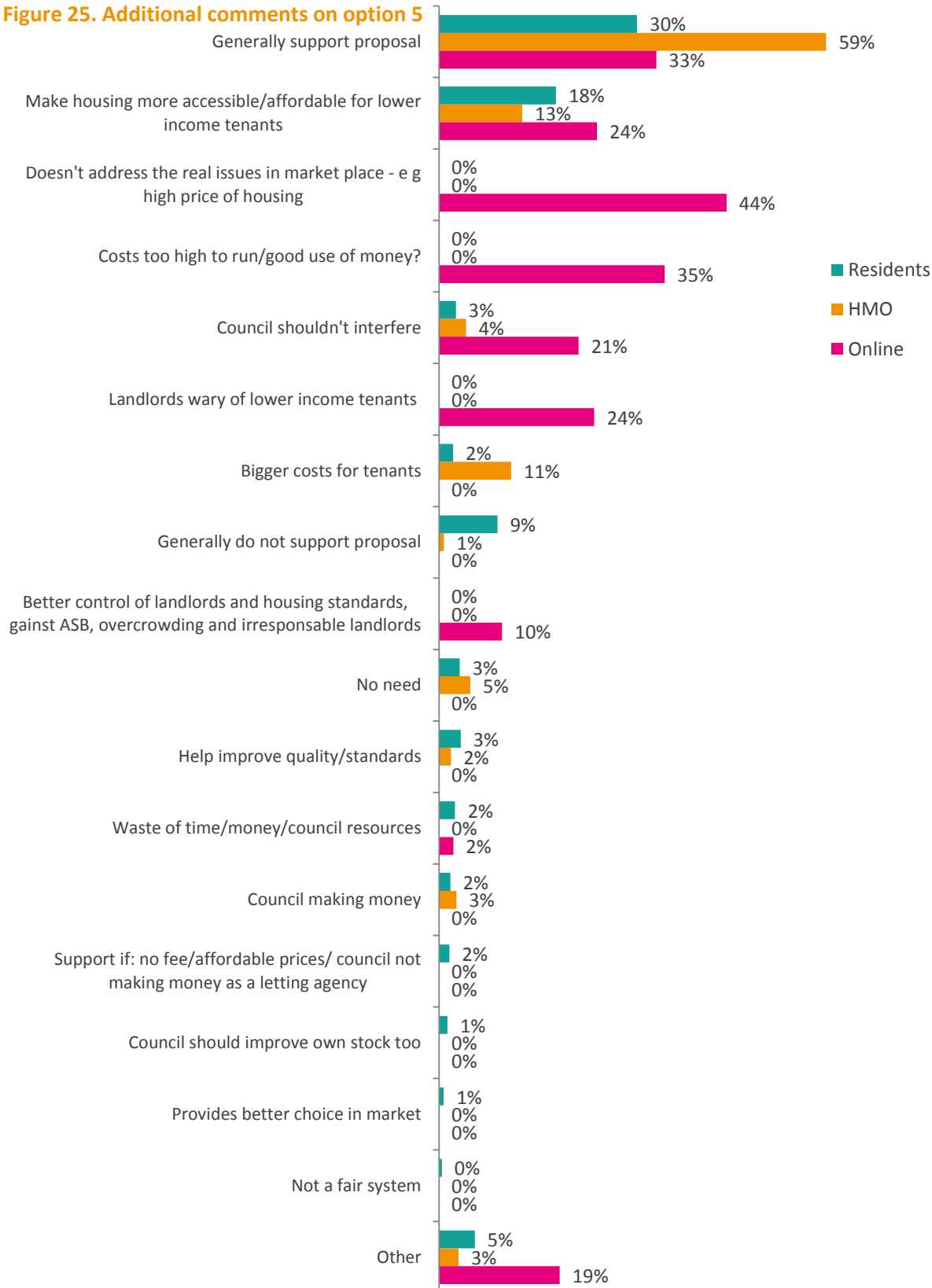
Respondents were invited to add any further comments they may wish to about the option. These results have been grouped into themes, then analysed.

The most common comment from respondents to the residents' survey were that they were generally in support of the proposal (30% of respondents commented about this). 18% of comments were around the proposal being positive in that it will make housing more accessible/affordable for lower income tenants. This is followed by 9% of respondents saying that in general they did not support the proposal.

For respondents to the HMO consultation, the most common response is that they were generally in support of the proposal (59%). This is followed by 13% of comments around the proposal making housing more accessible/affordable for lower income tenants. This is followed by 11% of respondents who feel that it will result in bigger costs/higher rents for tenants.

The most common responses to the online consultation were that the scheme cannot address the real issues which are mainly around the lack of demand for/high cost of renting in the borough (44%). This is followed by 35% of respondents commenting that it will be costly for the council to run and whether this is a good use of money. This is followed by 33% who are generally in support of the proposal.

Figure 25. Additional comments on option 5



Stakeholder views

There are mixed views amongst stakeholders about the strength and validity of the council setting up a social letting agency. Some of the key themes are detailed below.

Evidence around impact of existing schemes

A number of stakeholders referenced existing agencies that had been set up by other local authorities, with Haringey being referred to as one where a scheme has been set up and has had very little take up.

“Haringey spent £1.5 million pounds and they had 3 properties on their books” (National Landlords Association)

“I’m not sure if anyone has studied the evidence, but it seems to be working in other boroughs.” (Third sector stakeholder)

Others referred to Carmarthenshire and Islington as areas where this has worked well.

“Carmarthenshire have done well from it and got really good buy in from landlords.” (Third sector stakeholder)

“Islington have Islington Lets. They were one of the stakeholders that worked with us on the guide [social letting guide]” (Third sector stakeholder)

Competition with existing agents

Again, we see mixed views amongst stakeholders about a social letting agency competing with other letting agents, with many feeling it could only be a positive thing to have a social letting agency competing with agents who charge high fees and do not deal with tenants who are receiving benefits to pay for their housing, therefore it gives this group who cannot access social housing but cannot access many forms of private rented sector housing, to gain access to a greater number of properties.

“The social letting agency we feel is a good initiative. There is plenty of expertise in house to provide many services and of course it would be ethical. However, the difficulty lies in acquiring suitable/affordable properties in expensive parts of London.” (Public sector stakeholder)

“Any agency that you are going to set up to assist vulnerable people has to be supported. I think it’s a good idea that the council are wanting to help their tenants in this way, so yes this is something very positive, provided that it’s going to be managed correctly.” (Public sector stakeholder)

“I find in the work we do, people find it very difficult to access private rented accommodation... You've got the working people who can afford it... and then you've got people who can access social housing and then you've got this lump of people in between. I think it's a good idea to help that section of the community.” (Third sector stakeholder)

“It's important to really understand the market and see what other letting agents charge and decide what you are going to offer. Are you going to have a tenants service, are you going to have a management service etc...?” (Third sector stakeholder)

“The letting agents market is extremely competitive... it's hard for local authorities to provide a better offer for landlords. By and large it's not a model that works very well in London... because demand is so high, landlords can pick and choose tenants.” (Public sector stakeholder)

Resourcing and attracting large numbers of landlords

Many who support the idea feel that the council needs to throw resources and time into drumming up a large number of landlords in a very short period for the scheme to have any chance of success. If other landlords see it being successful, they are more likely to join the agency. If tenants have a decent amount of choice, then they are more likely to be encouraged to use the agency.

“There are so many letting agents in London, it can be quite difficult to get the numbers to make it worthwhile.” (Third sector stakeholder)

“How are you going to get landlords to go through that agency if tenants are going to be paying lower rents? What is the advantage to them and how do you make that work for them?” (Third sector stakeholder)

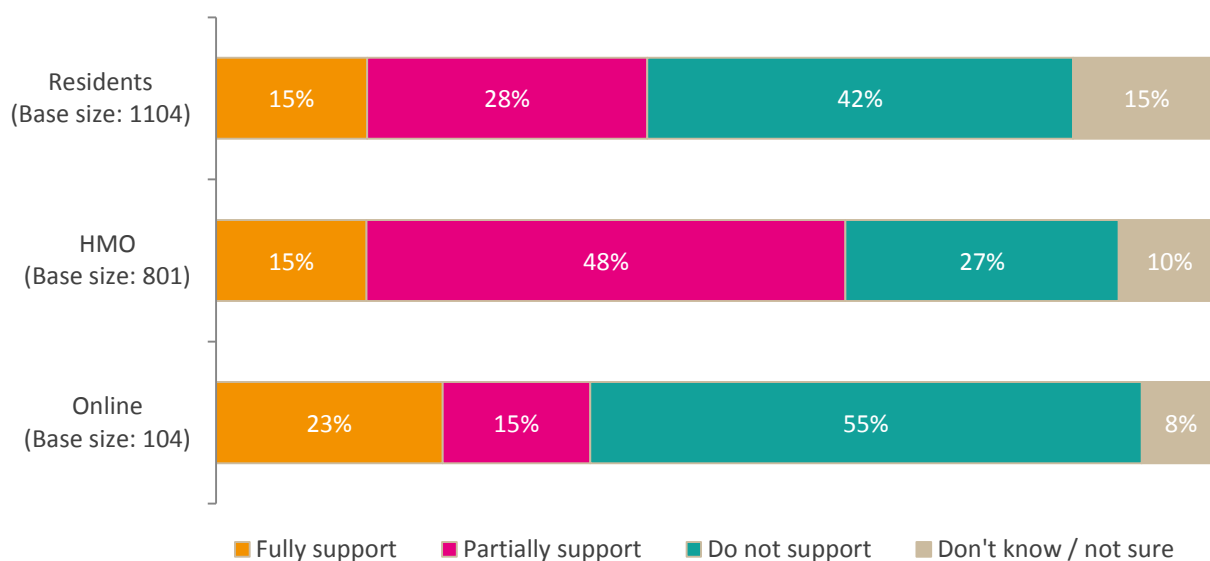
Keep things as they are

The consultation also provided respondents with the option of 'keeping things as they are', i.e. for the council to not make any changes to the way they currently operate. The same questions were asked as with the other options – to what extent respondents support the option for the council to keep things as they are, and what impact if any, will keeping things as they are have on them. This question was not asked to stakeholders.

Views are mixed for those participating in the residents' survey; around four out of ten respondents (43%) say they support the council keeping things as they are, with 15% fully supporting this and 28% partially supporting this, while a similar proportion (42%) say they do not support this option. 15% say they don't know.

Support is higher for those who took part in the HMO consultation, with over six out of ten (63%) in support of keeping things as they are and around a quarter (27%) in opposition. Support is less positive for those taking part in the online consultation, with 37% in support and 55% opposing the option.

Figure 26: Support for keeping things as they are



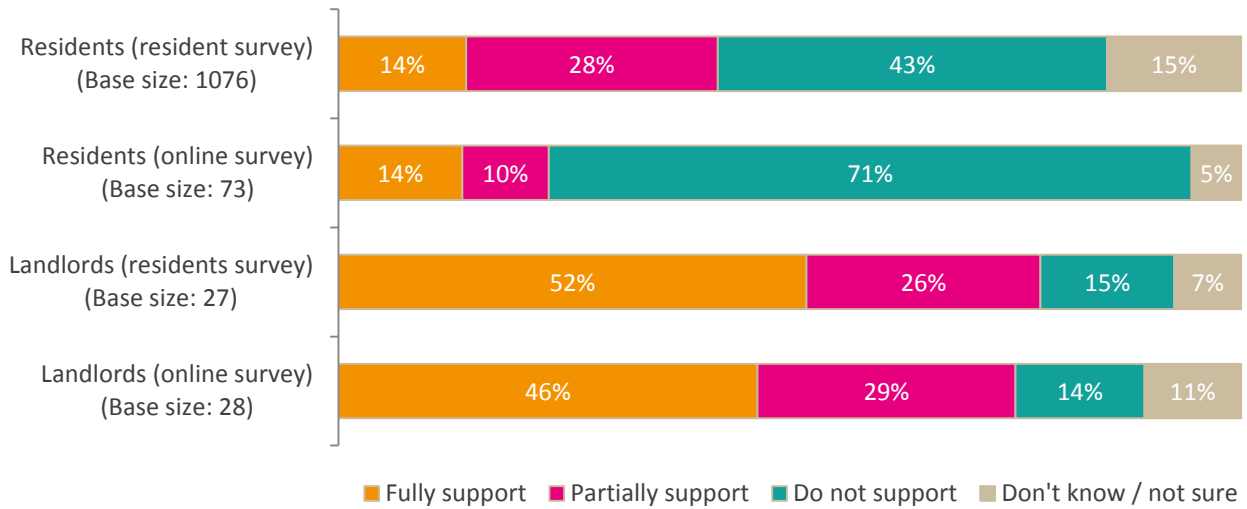
Results by resident and landlord

Results differ between the types of respondent, with around eight out of ten landlords (78%) who responded to the resident consultation in support of keeping things as they are, compared to 42% of residents. A higher proportion of residents are not in support of things remaining the same, compared to landlords (43% and 15% respectively). When split out, around half (51%) of privately renting tenants are in support, whilst 41% do not support keeping things as they are.

In terms of the online consultation, three quarters of landlords (75%) are in favour of things being kept as they are, compared to around only a quarter (24%) of residents. Seven out of ten residents (71%) are not in support

of things being kept as they are, compared to 14% of landlords. Only a quarter (26%) of privately renting tenants are in support, whilst 67% do not support keeping things as they are.

Figure 27: Support for keeping things as they are (by resident and landlord)

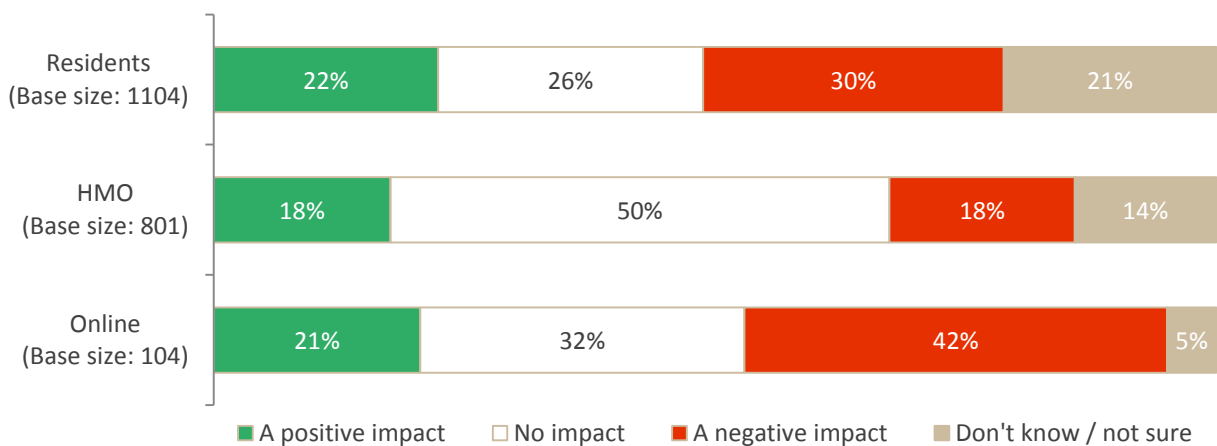


Likely impact on respondents

Respondents were asked what impact, if any, keeping things as they are will have on them. Around one in five respondents (22%) to the resident consultation feel it will have a positive impact on them and around a quarter (26%) say it will have no impact at all. Three out of ten (30%) feel it will have a negative impact, and around one in five (21%) don't know what impact it is likely to have on them.

Again, we see similar results for both the HMO consultation and the online consultation, with around one in five (18% and 21% respectively) saying they feel it will have a positive impact on them. Around four out of ten of online respondents (42%) feel it will have a negative impact on them, compared to only 18% HMO respondents.

Figure 28: Likely impact of keeping things as they are

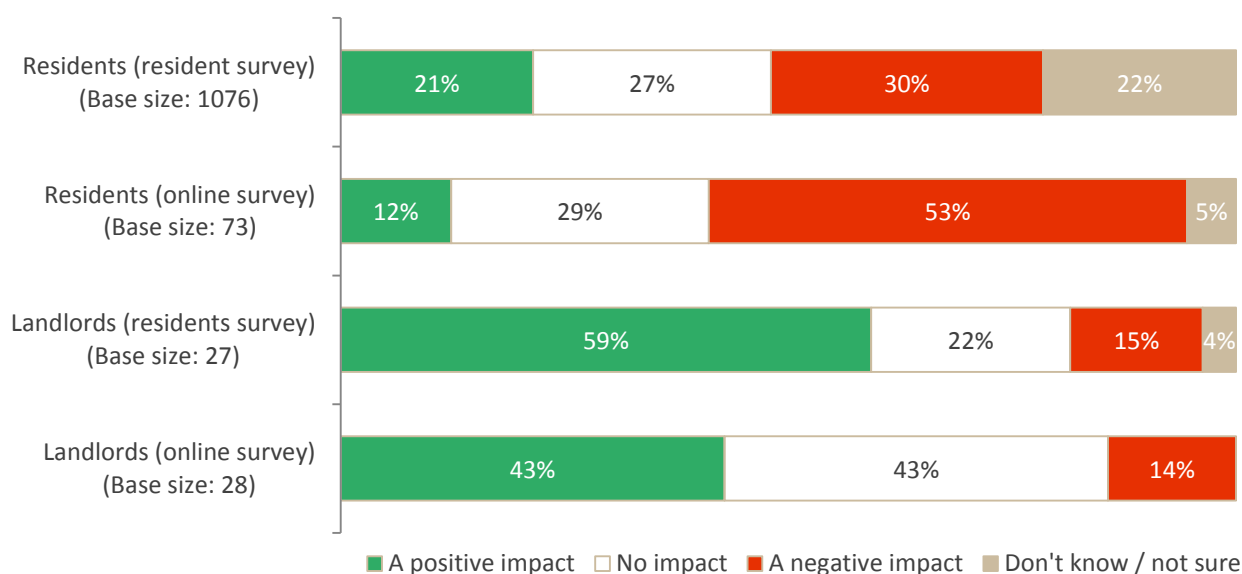


Results by resident and landlord

Results differ by type of respondent, with landlords more positive than residents who responded to the resident consultation. Around six out of ten landlords (59%) feel it will have positive impact, compared to 21% of residents. The proportions of those who feel it will have a negative impact also differ, with 30% of residents and 15% of landlords. 28% of privately renting tenants feel it will have a positive impact on them, whilst 31% feel it will have a negative impact.

In terms of the online consultation, 43% of landlords and only 12% of residents feel it will be positive, whilst 14% of landlords and 53% of residents feel it will have a negative impact. Only 9% of privately renting tenants feel it will have a positive impact on them, whilst 53% feel it will have a negative impact.

Figure 29: Likely impact of keeping things as they are (by resident and landlord)



Respondent comments on keeping things as they are

Respondents were invited to add any further comments they may wish to about the consultation and any ideas that respondents may have to address any issues experienced with private rented properties. These results have been grouped into themes, then analysed.

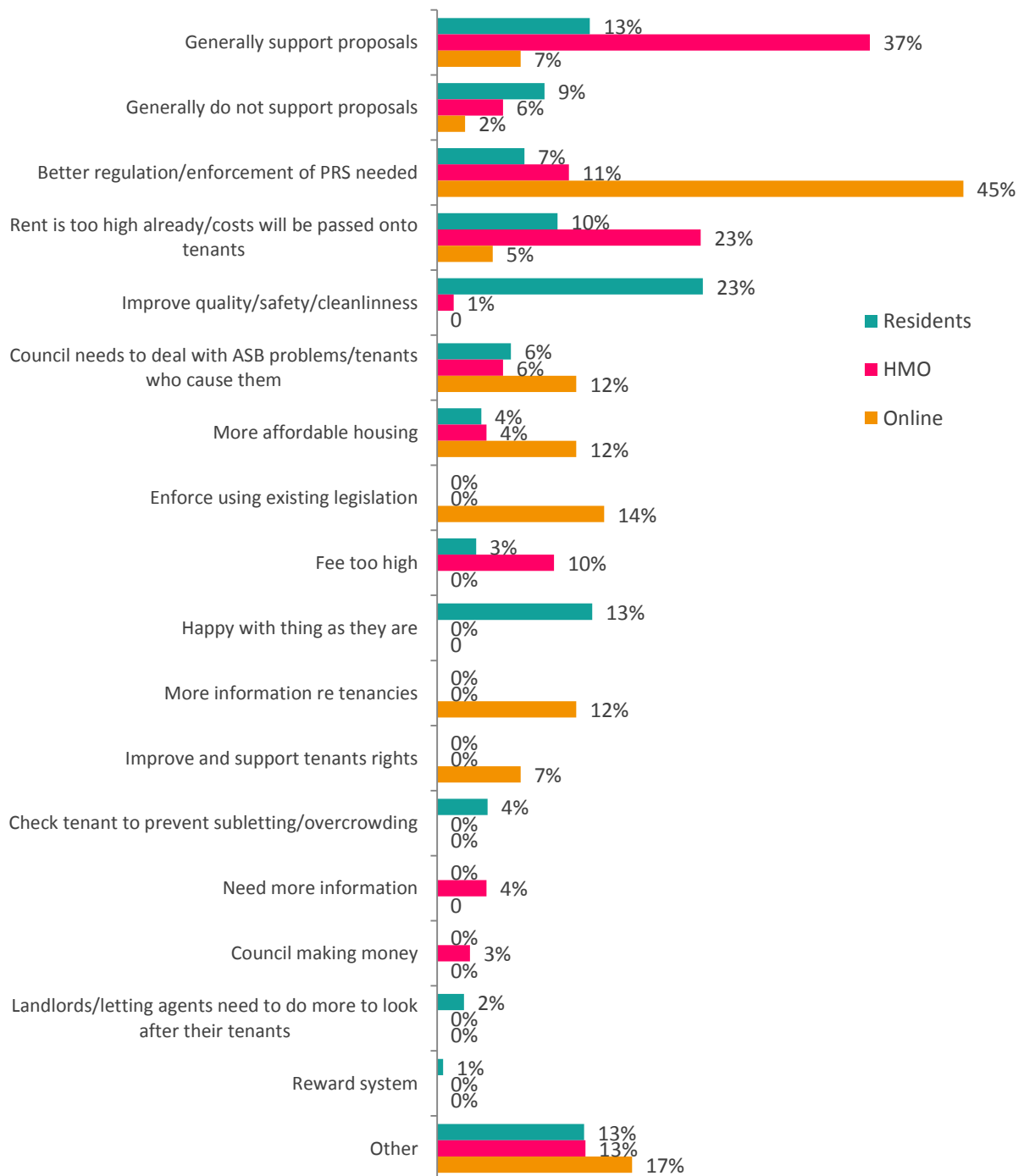
The most common comment from respondents to the residents' survey were around the need for improvements to be made around safety and quality of housing (23% of respondents commented about this). 13% of comments were around respondents being happy with things as they currently are, followed by a similar proportion who say that in general they support the proposals (13%).

For respondents to the HMO consultation, the most common responses is that they were generally in support of the proposals (37%). This is followed by comments around concerns that rent is already very high and that

any scheme may result in increases of rent passed onto tenants (23%). This is followed by 13% who cited their being a need for better regulation/enforcement of the PRS sector.

The most common responses to the online consultation were around the need for better regulation/enforcement of the PRS sector (45%). This is followed by 14% who are happy with things as they are but would like more enforcement using existing powers. 12% of responses were then around the council needing to deal with ASB problems or tenants that cause them, 12% around the need for affordable housing in the borough and 12% around the need for more information when a tenant becomes a tenant of a property.

Figure 30. Additional comments/issues experienced



2. Licensing costs

As part of the consultation document, the proposed fees for the options, primarily the licensing fees were provided along with how they had been calculated. Respondents to the consultations were asked whether they feel the fees are reasonable.

Around three out of five (59%) respondents to the residents' survey feel that the costs are reasonable, with broadly an even split between those feeling they are totally reasonable (30%) and those who feel they are fairly reasonable (29%). Around a quarter (26%) feel they are unreasonable, with 12% who say they are fairly unreasonable and 14% very unreasonable. 15% say they are not sure.

Results for the online consultation are fairly similar, with 59% saying that the costs are reasonable. However, 36% feel they are unreasonable. Only 5% say they are not sure. Support is higher amongst those who took part in the HMO consultation, with around three quarters (74%) saying the costs are reasonable and only 19% unreasonable.

Figure 31: How reasonable is the proposed licensing fee (by consultation method)?

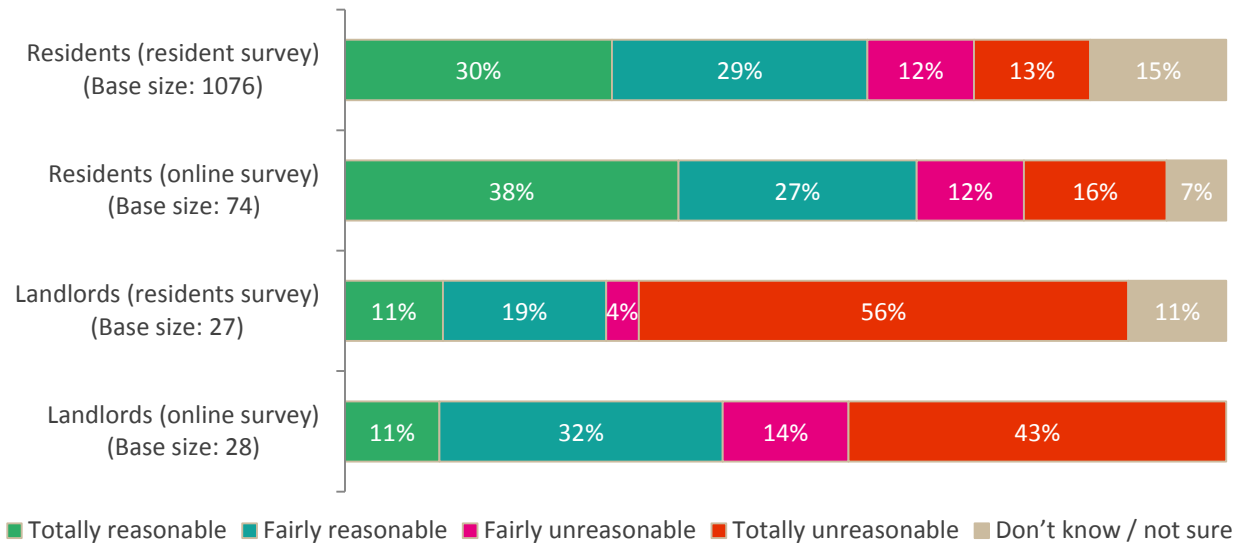


Results by resident and landlord

Results differ by type of respondent, with a higher proportion of residents feeling that the licensing costs proposed are reasonable, than landlords. Around six out of ten residents (59%) who responded to the residents' survey feel the costs are reasonable, compared to three out of ten landlords (30%). 56% of landlords feel they are unreasonable, compared to 13% of residents. 57% of privately renting tenants feel the costs are reasonable, compared to around a quarter (27%) feel they are unreasonable.

In terms of the online consultation, 65% of residents feel costs are reasonable compared to 43% of landlords. 16% of residents feel they are unreasonable, compared to around four out of ten landlords (43%). Two thirds (67%) of privately renting tenants feel the costs are reasonable, compared to only 14% who feel they are unreasonable.

Figure 32: How reasonable is the proposed licensing fee (by respondent type)?



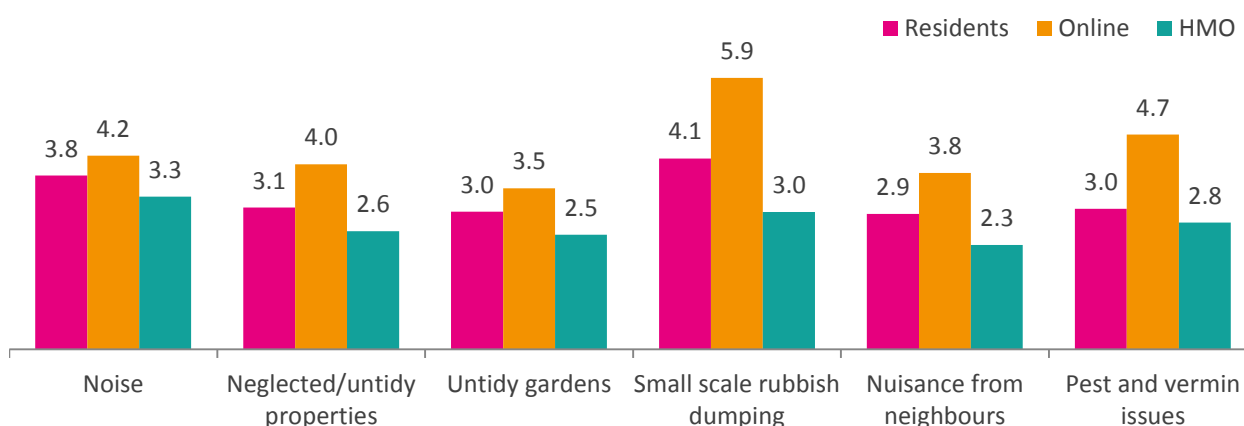
3. Experiences in Hammersmith & Fulham

As part of the consultation, respondents were asked a series of questions about their views and experiences of living in Hammersmith & Fulham, focusing on their experiences of anti-social behaviour (such as noise, crime, litter etc.), their views of the private rented sector and issues they may have experienced as a tenant.

Experience of anti-social behaviour issues in the borough

Respondents were firstly asked to rate to what extent they had experienced a range of issues in the borough on a scale of 1 to 10 (where 1 is not a problem at all and 10 is a major problem). The results have been compiled and the mean score calculated for each issue (i.e. the average of the number - a calculated "central" value out of the full set of numbers).

Figure 34: Experience of anti social behaviour (by consultation method)



The most common problem for those who responded to the residents’ survey is small-scale rubbish dumping e.g. not putting the rubbish out on the right day or not storing rubbish correctly, with a mean score of 4.1. This is followed by noise, with a mean score of 3.8. The next most common problem is neglected/ untidy properties, with a mean score of 3.1. For private rented tenants, the most common problem is small-scale rubbish dumping, with a mean score of 3.5. This is followed by noise (3.4) and pest and vermin issues (2.9).

For respondents to the online consultation, the most common problem is small-scale rubbish dumping (5.9). This is followed by pest and vermin issues with a mean score of 4.7. This is followed by noise with a mean score of 4.2. For private rented tenants, the most common problem is small-scale rubbish dumping, with a mean score of 5.7. This is followed by pest and vermin issues (4.8), and noise issues (4.2).

For respondents to the HMO consultation, the most common problem is noise, with a mean score of 3.3, followed by small-scale rubbish dumping, with a mean score of 3.0. As private rented tenants make up the vast majority of this group, the results are the same as the overall HMO consultation figures quoted.

The table below shows results for private rented tenants, by consultation method.

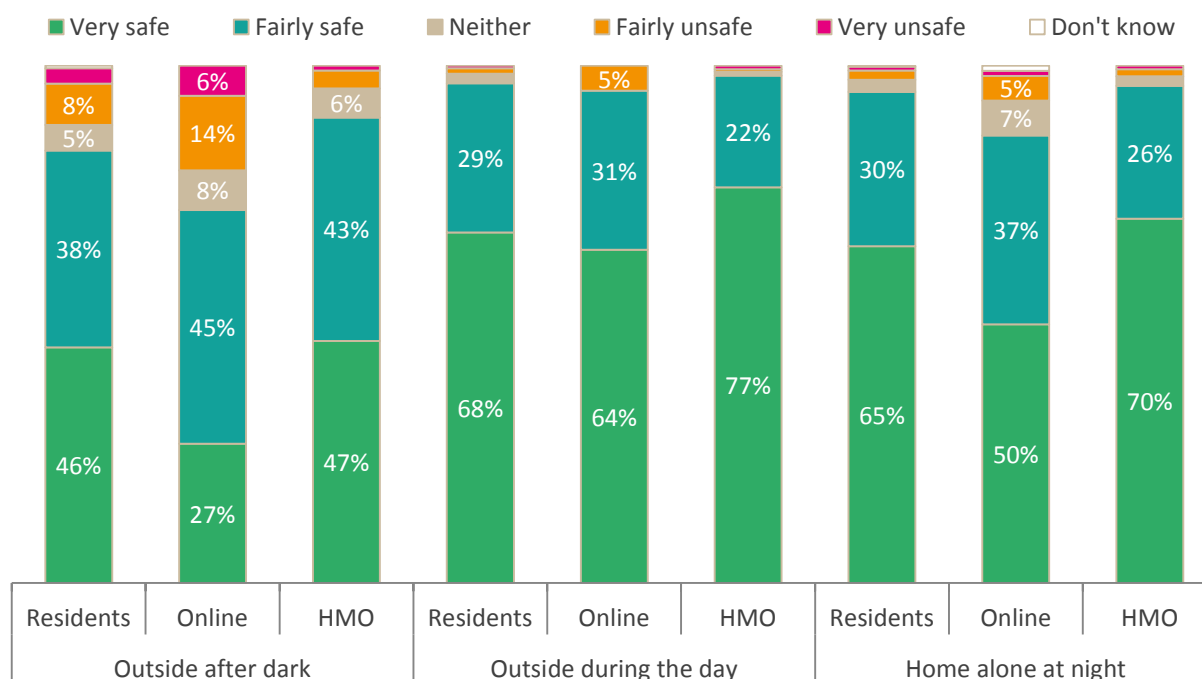
Table 8. Neighbourhood issues for private rented tenants (by consultation method)

Issues (major and minor combined)	Residents' survey	Online Consultation	HMO Consultation
Noise	3.4	4.2	3.3
Neglected/untidy properties	2.7	3.7	2.6
Untidy gardens	2.7	3.3	2.5
Small scale rubbish dumping	3.5	5.7	3.0
Nuisance from neighbours	2.6	3.9	2.3
Pest and vermin issues	2.9	4.8	2.8

Feelings of safety

Respondents were asked how safe or unsafe they feel at various times of the day. For respondents to the residents' survey, the overwhelming majority of respondents (97%) say that they feel safe outside during the day. A similar proportion (95%) say that they feel safe whilst home alone at night. 84% of the same group say that they feel safe outside after dark, whilst 11% say they feel unsafe at this time. For private rented tenants, almost all (98%) say they feel safe outside during the day, 97% feel safe at home at night and 88% outside after dark.

Figure 35: How safe or unsafe respondents feel



For respondents to the online consultation, the majority (95%) also feel safest outside during the day. Only 5% feel unsafe during this time. 87% say they feel safe whilst home alone at night, with only 6% unsafe. The lowest levels of safety were reported for 'outside after dark', with a fifth saying they feel unsafe (20%).

However, around seven out of ten (72%) feel safe during this time. For private rented tenants, almost all (98%) say they feel safe outside during the day, 86% feel safe at home at night and 72% outside after dark. 16% say they feel unsafe outside after dark.

For respondents to the HMO consultation, the majority (98%) also feel safest outside during the day. 96% say they feel safe when home alone at night. Nine out of ten respondents (90%) say they feel safe when outside after dark, with only 4% feeling unsafe during this time. For private rented tenants, almost all (98%) say they feel safe outside during the day, 96% feel safe at home at night and 90% outside after dark.

Table 9. Feelings of safety for private rented tenants (by consultation method)

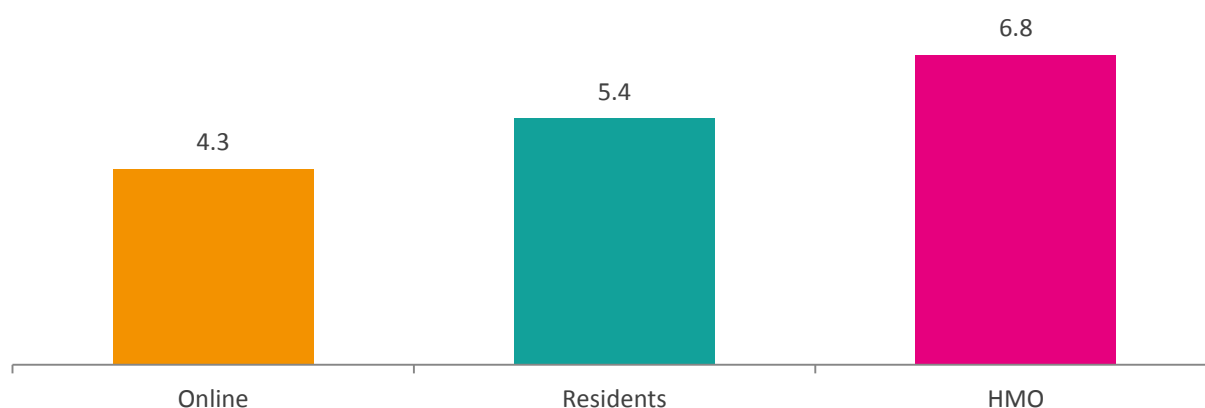
Issues	Residents' survey		Online Consultation		HMO Consultation	
	Safe	Unsafe	Safe	Unsafe	Safe	Unsafe
Outside after dark	88%	7%	90%	5%	72%	16%
Outside during the day	98%	1%	98%	1%	98%	2%
Home alone at night	97%	2%	96%	2%	86%	7%

Effectiveness of the council in dealing with anti-social behaviour

Respondents were asked how effective they think Hammersmith & Fulham Council is in dealing with anti-social behaviour (e.g. noise, crime, litter etc.) on a scale of 1 to 10 (where 1 is not at all effective and 10 is totally effective). A mean score has been calculated for each consultation group. For respondents to the residents' survey, a mean score of 5.4 is given. A mean score of 5.5 has been calculated for private rented tenants.

A mean score of 4.3 is given for those who took part in the online consultation, while a mean score of 4.5 has been calculated for private rented tenants in this survey. Respondents to the HMO consultation are the most positive, with a mean score of 6.8; a score of 6.8 has also been calculated for private rented tenants in this survey.

Figure 36: How effective is H&F council at dealing with anti social behaviour?



Have respondents been affected by or witnessed anti-social behaviour?

When asked to think about privately rented properties in the area, seven out of ten (70%) respondents to the resident consultation say that they have not been affected by or witnessed anti-social behaviour. One in ten (10%) say that they had been affected by anti-social behaviour, whilst a slightly higher proportion (13%) had witnessed ASB. 6% say that they 'don't know' and 4% were unaware of private rented properties in their area. Figures are relatively similar for private rented tenants, which are shown in the table below.

For respondents to the online consultation, almost two-fifths (38%) have not been affected by or witnessed anti-social behaviour. The same proportion (38%) say that they have been affected by this whilst almost one out of three respondents (28%) say that they have witnessed this behaviour. 5% say that they 'don't know' and 3% are unaware of private rented properties in their area. Results are again relatively similar for private rented tenants.

For respondents to the HMO consultation, almost seven out of ten (68%) have not been affected by or witnessed anti-social behaviour. 6% have been affected by this, whilst 9% have witnessed this issue. 5% say that they 'don't know' whilst 12% are unaware of private rented properties in their area. Results are almost identical for private rented tenants.

Table 10. % of private rented tenants who have been affected by/witnessed ASB (by consultation method)

Issues	Residents' survey	Online Consultation	HMO Consultation
Yes, affected by	9%	40%	6%
Yes, witnessed	13%	37%	9%
No	76%	33%	69%
Don't know	4%	5%	5%
Unaware of private rented properties in my area	1%	5%	12%

Views on private rented property standards

Respondents were asked if the privately rented properties they know of in their area are maintained to a good standard. For respondents to the residents' survey, around six out of ten (61%) say yes, with around a fifth (21%) answering no. Around a fifth (19%) say that they don't know. Around three quarters (77%) of private rented tenants say yes, whilst only 14% say no. 9% say they don't know.

46% of respondents to the online consultation say that private rented properties are maintained to a good standard. Three out of ten (30%) of the same group say no, whilst 23% say that they don't know. Around three quarters (77%) of private rented tenants say yes, whilst only 14% say no. Around half (49%) of private rented tenants say yes, whilst 29% say no. However, 22% say they don't know.

Over three-quarters (76%) of respondents to the HMO consultation say that privately rented properties in their area are maintained to a good standard. 12% that they are not, and the same proportion (12%) say they 'don't know'. Three quarters (75%) of private rented tenants say yes, whilst only 13% say no. 12% say they don't know.

Views on landlords and letting agents standards in managing and maintaining properties

Respondents were asked whether they think private landlords or their agents act responsibly in letting, managing and maintaining their properties. For respondents to the residents' survey, 4% say that all private landlords or their agents that they know of in their area act responsibly. 44% say that most act responsibly. 26% say that some act responsibly, whereas 5% say none or very few act responsibly. Results are fairly similar for private rented tenants; these are presented in the table below.

For the online consultation, results were similar with 6% saying that all act responsibly and 43% saying most. 37% say that some private landlords or their agents act responsibly in letting, managing and maintaining their properties. This compares to 9% who say that none or very few act like this. Results differ when we look at private rented tenants, with only 16% saying most. However, 47% say they don't know.

For respondents to the HMO consultation, 5% say that all private landlords or their agents that they are aware of in their area act responsibly. Half (50%) say that most act responsibly whilst around a fifth (19%) say that some act responsibly. Only 3% stated that none, very few private landlords, or their agents act responsibly. Results are almost identical for private rented tenants.

Figure 37: To what extent private landlords or their agents act responsibly

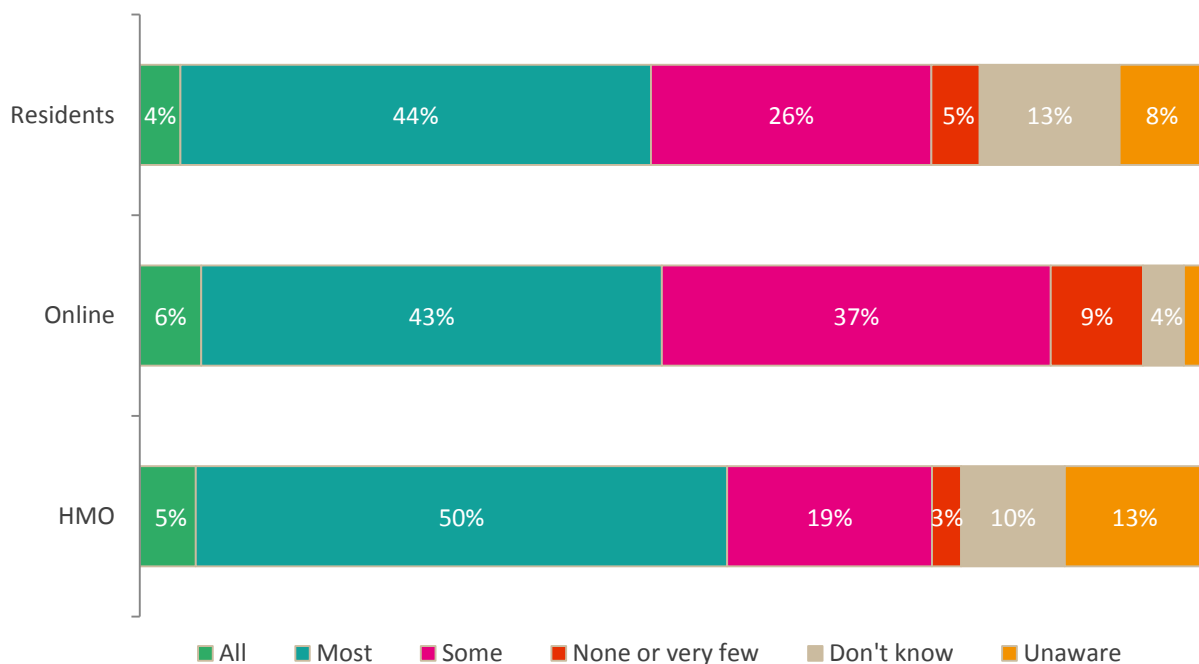


Table 11. Extent to which private rented tenants feel private landlords/their agents act responsibly (by consultation method)

Issues	Residents' survey	Online Consultation	HMO Consultation
All	6%	0%	5%
Most	57%	16%	50%
Some	27%	37%	20%
None or very few	3%	20%	3%
Don't know	6%	47%	9%
Unaware	2%	6%	12%

Actions to take to keep private rented properties tidy

Respondents were asked what action should be taken to keep private rented properties tidy, prevent small scale dumping and ensure that refuse is put out on the correct day for collection. Results for private rented tenants are provided in the table below.

Just under four out of ten respondents (38%) who took part in the residents' survey say that they want landlords or their agents to undertake routine external inspections. A third (33%) say that new and existing tenants should be advised of their legal responsibility. Around a third (32%) say that they want a contractor to be engaged to routinely clean/maintain external areas.

For the online consultation, around eight out of ten (79%) say that new and existing tenants should be advised of their legal responsibilities. Almost two-thirds (64%) say that landlords or their agents should inspect properties when a tenancy ends and clear and remove any small scale dumping. Around six out of ten (61%) respondents of the same group say that they want landlords to place signage in properties to remind tenants of waste collection days/rules.

For respondents to the HMO consultation, under half (46%) say they wanted additional bins to be provided. Around four out of ten (38%) say that they want external storage to be provided. Three out of ten (30%) say that additional routine rubbish collection should be paid for and that a pest control contractor should be engaged to routinely monitor private rented properties.

Figure 38: How to keep private rented properties tidy, prevent small scale dumping and ensure that refuse is put out on the correct day for collection

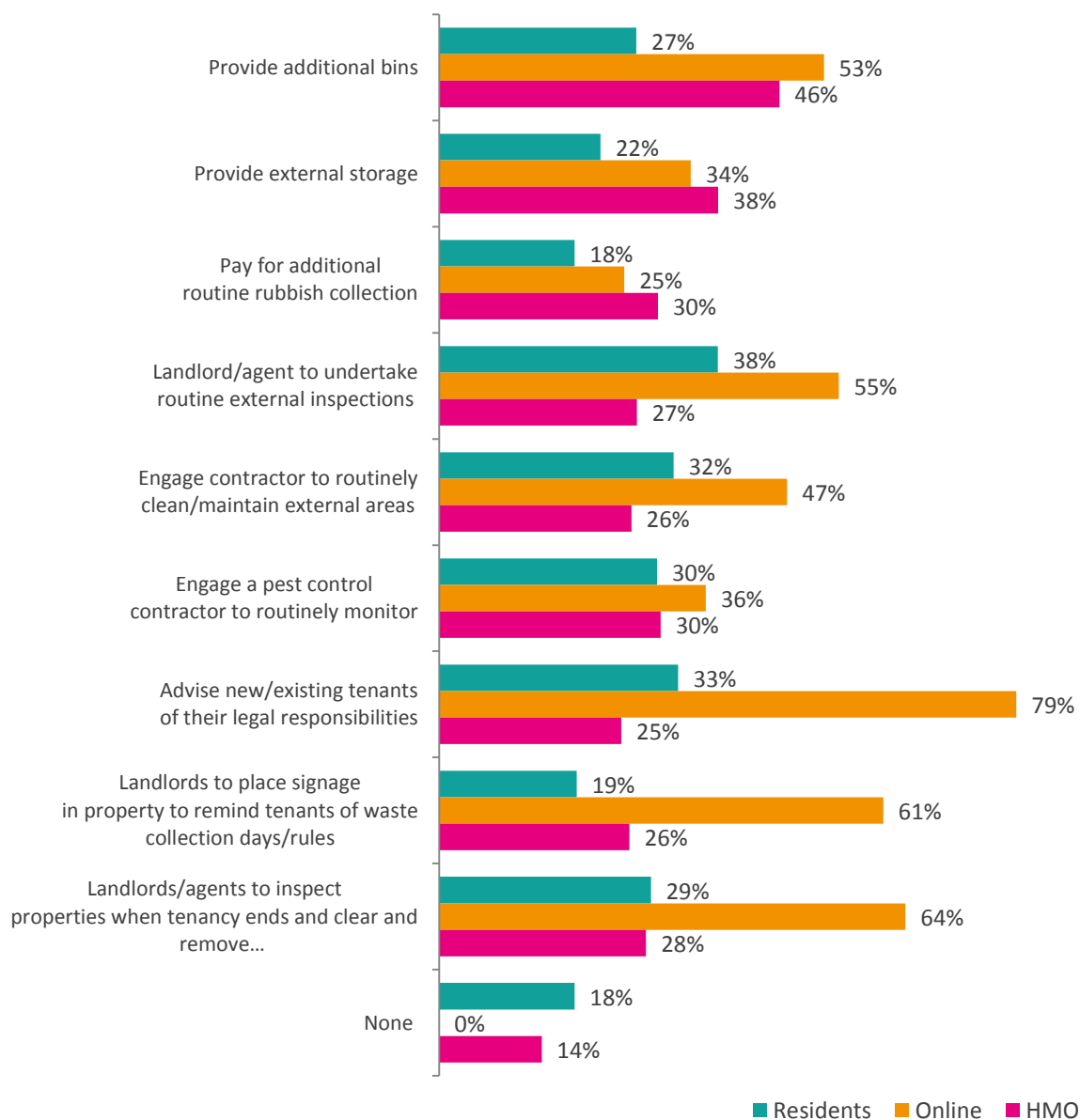


Table 12. Private rented tenants views on how to keep private rented properties tidy, prevent small scale dumping and ensure that refuse is put out on the correct day for collection (by consultation method)

Issues	Residents' survey	Online Consultation	HMO Consultation
Provide additional bins	28%	62%	47%
Provide external storage	23%	36%	39%
Pay for additional routine rubbish collection	16%	24%	30%
Landlord/agent to undertake routine external inspections	35%	50%	27%
Engage contractor to routinely clean/maintain external areas	31%	48%	27%
Engage a pest control contractor to routinely monitor	33%	43%	30%
Advise new/existing tenants of their legal responsibilities	35%	62%	25%
Landlords to place signage in property to remind tenants of waste collection days/rules	16%	62%	26%
Landlords/agents to inspect properties when tenancy ends and clear and remove any small scale dumping	31%	57%	28%
None	12%	62%	13%

4. Tenant experiences

As part of the consultation, respondents who say they were tenants in the borough were asked a series of questions around their experiences.

Satisfaction with aspects of the home

Respondents were asked how satisfied or dissatisfied they are with various aspects of their home in the last 12 months. 82% of respondents to the residents' survey, say that they are satisfied with the overall quality of their home, whilst 12% were dissatisfied. Around seven out of ten respondents (69%) to the online consultation say they are satisfied, whilst 17% say they are dissatisfied. 87% of respondents to the HMO consultation are satisfied with the overall quality of their home, whilst 5% are dissatisfied. When we look at private rented tenants, we can see that levels of satisfaction are slightly higher for those who took part in the residents' survey, whilst they are lower for those who took part in the online consultation. Dissatisfaction levels are also higher for this group. HMO responses are identical, as privately renting tenants made up the vast majority of this group.

Regarding the overall repairs and maintenance of their home, almost three-quarters (73%) of resident consultation respondents are satisfied, whilst 17% are dissatisfied. Over six out of ten (61%) online respondents are satisfied and almost one-quarter (23%) are dissatisfied. Over eight out of ten respondents (82%) to the HMO consultation are satisfied in this area, whilst 9% are dissatisfied. When we look at private rented tenants, we can see that levels of satisfaction are again slightly higher for those who took part in the residents' survey, whilst they are lower for those who took part in the online consultation. Dissatisfaction levels amongst those who took part in the online consultation are again higher. HMO responses are again identical.

When asked how satisfied they are with the management of their home by their landlord or letting agent, almost three-quarters (73%) of resident respondents are satisfied whilst 13% are dissatisfied. 55% of online respondents are satisfied with this, whilst three out of ten (30%) are dissatisfied. HMO respondents are the most satisfied in this area with 83% satisfied and 7% dissatisfied. When we look at private rented tenants, we can see that levels of satisfaction are again slightly higher for those who took part in the residents' survey. Results are very similar for those taking part in the online consultation and the HMO consultation.

For the next two options, all those who say that it is not applicable to them have been removed, to allow for comparison across the consultation surveys.

Regarding the cleanliness of communal areas inside the property, two thirds (67%) of respondents to the resident consultation are satisfied, whilst 18% are dissatisfied. Around six out of ten (59%) of respondents to the online consultation are satisfied whilst around a quarter (27%) are dissatisfied. Again, respondents to the

HMO consultation are the most satisfied in this area with 85% satisfied and 7% dissatisfied. When we look at private rented tenants, we can see that levels of satisfaction are higher for those who took part in the residents' survey (79%). Results are similar for those taking part in the online consultation and the HMO consultation.

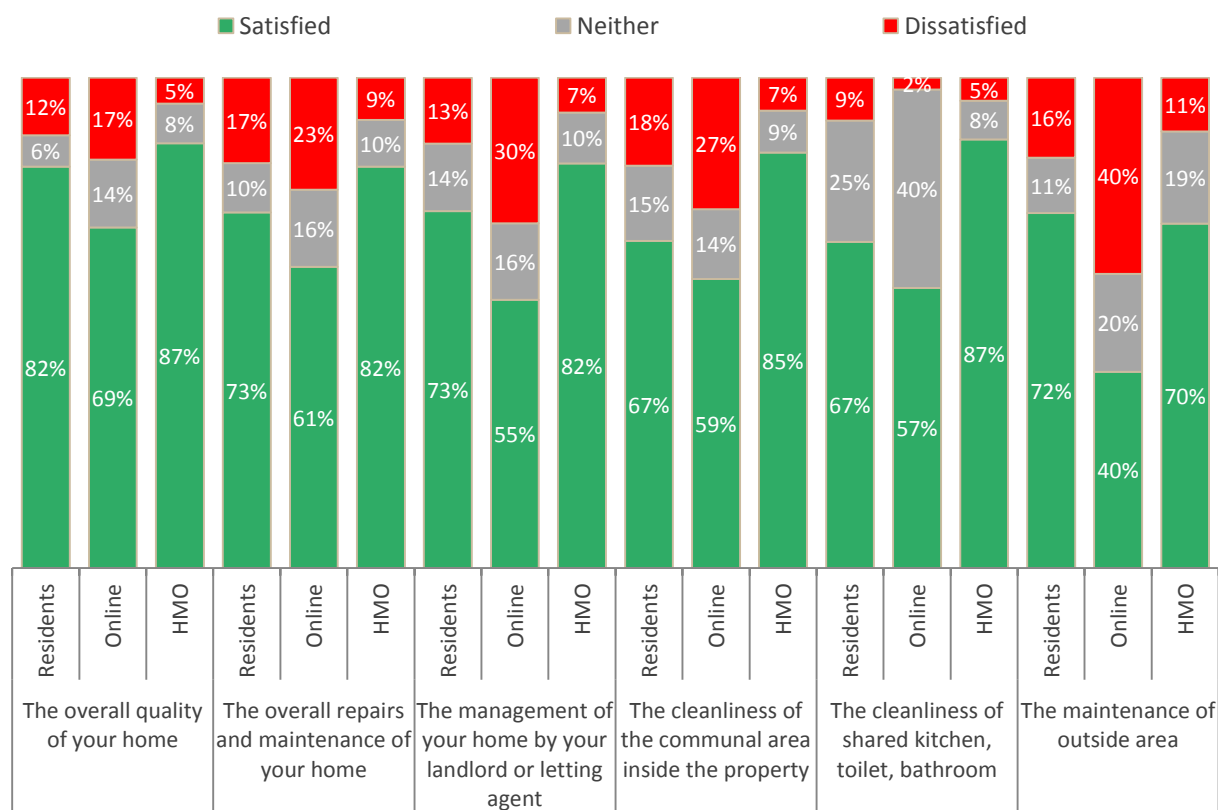
Around two thirds (67%) of respondents to the residents' survey are satisfied with the cleanliness of their shared kitchens, toilet or bathrooms whilst 9% are unsatisfied. 57% of respondents to the online consultation are satisfied with this aspect of their home and 2% are dissatisfied. Again, respondents to the HMO consultation are the most satisfied with this area, with 87% satisfied and 5% dissatisfied. When we look at private rented tenants, we can see that levels of satisfaction are again slightly higher for those who took part in the residents' survey. Results are very similar for those taking part in the online consultation and identical for those taking part in the HMO consultation.

For the maintenance of outside areas, 72% of respondents to the resident consultation are satisfied and 16% are dissatisfied. For respondents to the online consultation, equal proportions of respondents are satisfied and dissatisfied (both 40%). 70% of HMO respondents are satisfied and 11% are dissatisfied. When we look at private rented tenants, we can see that levels of satisfaction are again slightly higher for those who took part in the residents' survey. Satisfaction levels are similar for those taking part in the online consultation, but dissatisfaction levels are higher (51%). Results are identical for HMO respondents.

Table 13. Satisfaction with aspects of home for private rented tenants (by consultation method)

Issues	Residents' survey		Online Consultation		HMO Consultation	
	Satisfied	Dissatisfied	Satisfied	Dissatisfied	Satisfied	Dissatisfied
The overall quality of your home	87%	9%	63%	28%	87%	5%
The overall repairs and maintenance of your home	80%	11%	53%	33%	82%	9%
The management of your home by your landlord or letting agent	80%	9%	55%	33%	82%	7%
The cleanliness of the communal area inside the property	79%	9%	56%	32%	85%	7%
The cleanliness of shared kitchen, toilet, bathroom	77%	7%	63%	0%	87%	5%
The maintenance of outside area	81%	10%	41%	51%	70%	11%

Figure 39: Satisfaction with aspects of home (by consultation method)



Issues affecting tenants

Respondents were asked to what extent a variety of issues had affected them as a tenant in the last 12 months. We have removed any ‘not applicable’ responses to allow for comparison. Results for private rented tenants are provided in the table below by consultation method.

For those who took part in the residents’ survey, the top issue is rubbish and litter, with 42% finding it to be a problem, with 30% feeling it is a major issue. This is followed by damp and mould, with 39% feeling this to be a problem. This is followed by disrepair, with a third (33%) finding this to be a problem. The top three issues are the same for private rented tenants, although damp and mould features as the top issue (34% feel it is an issue).

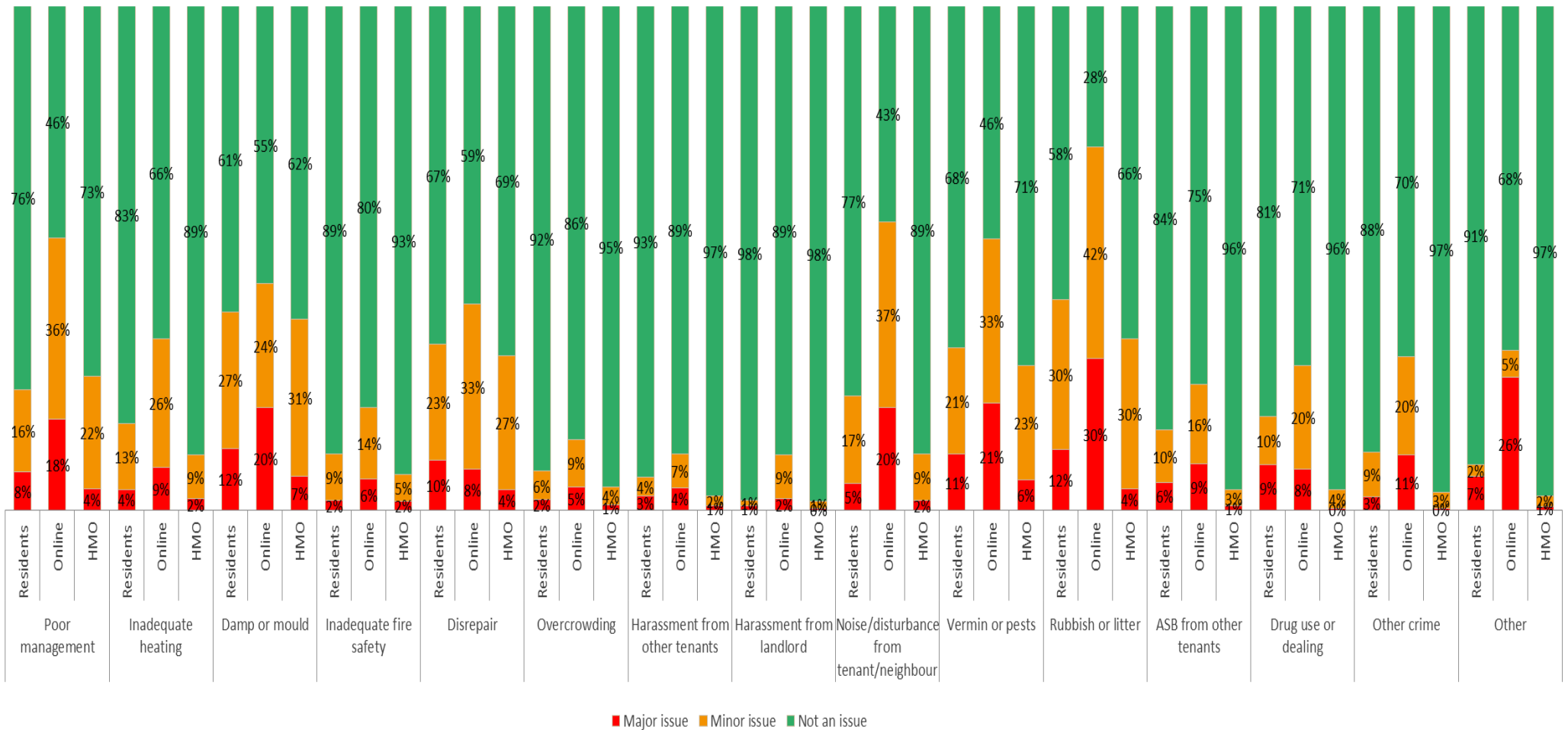
For respondents to the online consultation, the top three problems differ from the other two groups. The biggest issue is rubbish and litter (72%), with 30% feeling it to be a major issue. This is followed by noise or disturbance from another tenant/neighbour (57%), with 20% feeling it to be a major issue, and poor management of properties (54%). The top three issues are the same for private rented tenants, although poor management of properties (61%) and noise/disturbance from tenants/neighbours (56%) feature as the second and third issues.

For respondents to the HMO consultation, the top three issues are the same as above, although the biggest problems they have experienced differ. The biggest issue is felt to be damp and mould (38%), with 20% feeling it to be a major issue. This is followed by rubbish and litter (34%) and disrepair (31%). As the HMO respondents were almost wholly private rented tenants, results are identical.

Table 14. Issues experienced by private rented tenants in the last 12 months (by consultation method)

Issues	Residents' survey	Online Consultation	HMO Consultation
Poor management of properties	20%	61%	27%
Inadequate heating system	13%	43%	11%
Damp or mould	34%	46%	38%
Inadequate fire safety	8%	27%	7%
Disrepair	28%	46%	31%
Overcrowding	6%	13%	5%
Harassment from other tenants	4%	9%	3%
Harassment from landlord	2%	11%	2%
Noise or disturbance from another tenant/ neighbour	19%	56%	11%
Vermin or pests	26%	55%	29%
Rubbish or litter	33%	67%	34%
ASB from other tenants	10%	16%	4%
Drug use or dealing	12%	17%	4%
Other crime	8%	21%	3%
Other	5%	23%	3%

Figure 40: Issues experienced by tenants in last 12 months



5. Landlord experiences

As part of the consultation, landlords who took part were asked a series of questions about their views and experiences of being a landlord/agent in Hammersmith and Fulham.

Recognised landlord body

30 landlords responded to the online consultation and 27 to the residents' survey. Membership of landlords associations is relatively low, with only 30% (9 landlords) of online respondents members of the London Landlords Accreditation Scheme, 20% are members of the National Landlords Association (6), 13% are members of the Residential Landlords Association and 7% other. 47% say they are not members. Of resident consultation respondents, only 1 (4%) is a member of the London Landlords Accreditation Scheme, 1 is a member of the Residential Landlords Association (4%) and 1 of an 'other' body (4%).

Manage properties in other local authority areas

15% of landlord respondents to the residents' survey indicated that they manage property in other local authority areas. This compares to 67% of online respondents.

Subject to licensing in other local authority areas

Landlord respondents were asked if they had property that is subject to selective or additional licensing in other local authority areas. 20% of online landlord respondents (6 respondents) answered 'yes' to having properties that are subject to selective licensing in other local authority areas. This compares to 13% (4 respondents) of the same group who have properties that are subject to additional licensing in other local authority areas. For landlord respondents to the residents' survey, 1 respondent (4%) say that he/she had property that is subject to selective licensing in other local authority areas. In addition, 2 respondents (7%) say that they had property that is subject to additional licensing in other local authority areas.

Problems with property

Landlords were then asked if they had encountered any problems with their property. To allow for comparison between the online and residents' surveys, all 'no problem' responses have been removed. 15% of landlords say that they had problems with tenants causing anti-social behaviour (such as noise, litter or putting rubbish out on the wrong day) and the same proportion stated that problems in neighbouring properties affected their property/tenants. 7% say they have had problems with poor property conditions. 4% say that they had difficulty finding new tenants and 4% also say that they had difficulty obtaining new references for tenants.

50% of landlords (5) who responded to the online consultation say they had problems in neighbouring properties that affected their property/tenants. 40% (4 respondents) say that they experienced tenants

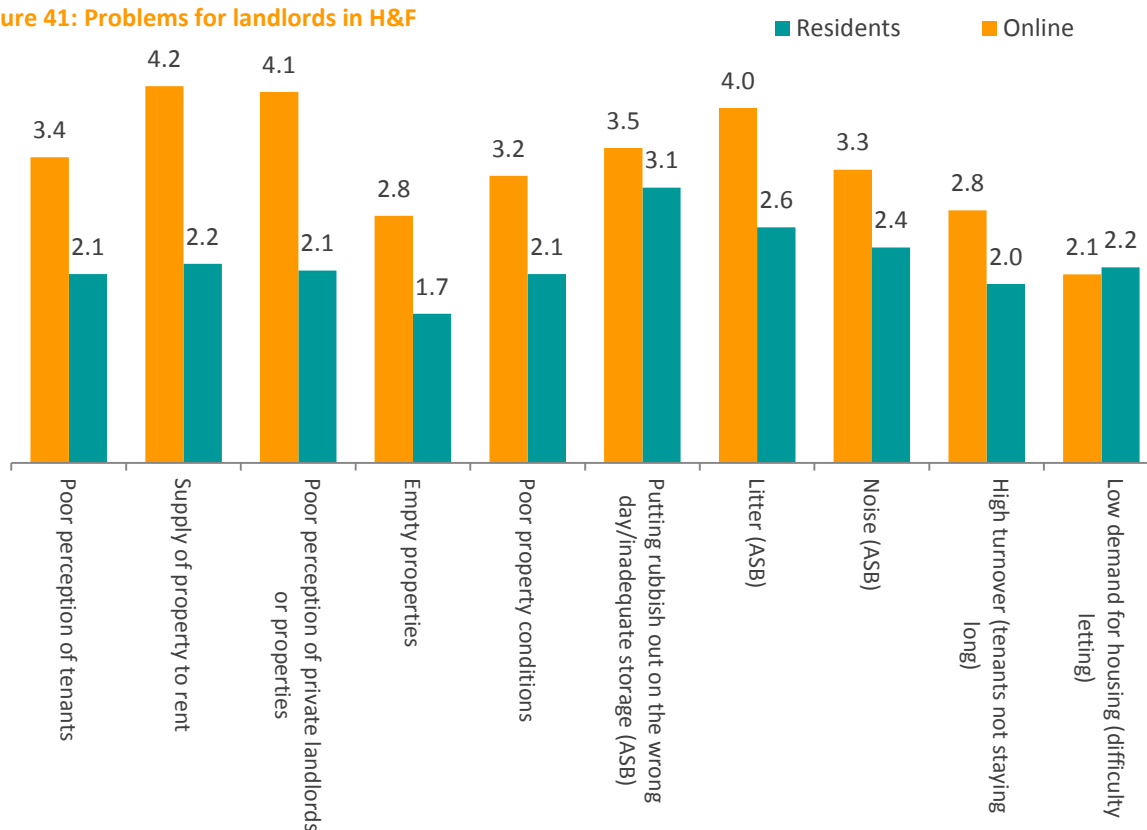
causing anti-social behaviour. 30% of the same group (3 respondents) say that they had difficulty finding new tenants, with 20% (2 respondents) having problems evicting tenants and 10% (1 respondent) experiencing poor property conditions.

Problems affecting them in the borough

Landlords were then asked to rate to what extent a list of problems affected them in Hammersmith and Fulham on a scale of 1 to 10 (where 1 is not a problem at all and 10 indicates that they have experienced major problems). A mean score for each option has been calculated. Results are presented in the chart below. The most common problem felt by landlords who responded to the residents’ survey, is small-scale rubbish dumping, with a mean score of 3.1. This is closely followed by littering (anti-social behaviour) with a mean score of 2.6. The third most common issue in this category is noise, with a mean score of 2.4.

For landlords who responded to the online consultation, the most common problem is the supply of property to rent, with a mean score of 4.2. This is closely followed by the poor perception of private landlords or properties, with a mean score of 4.1. The next most common issue is littering, with a mean score of 4.0.

Figure 41: Problems for landlords in H&F

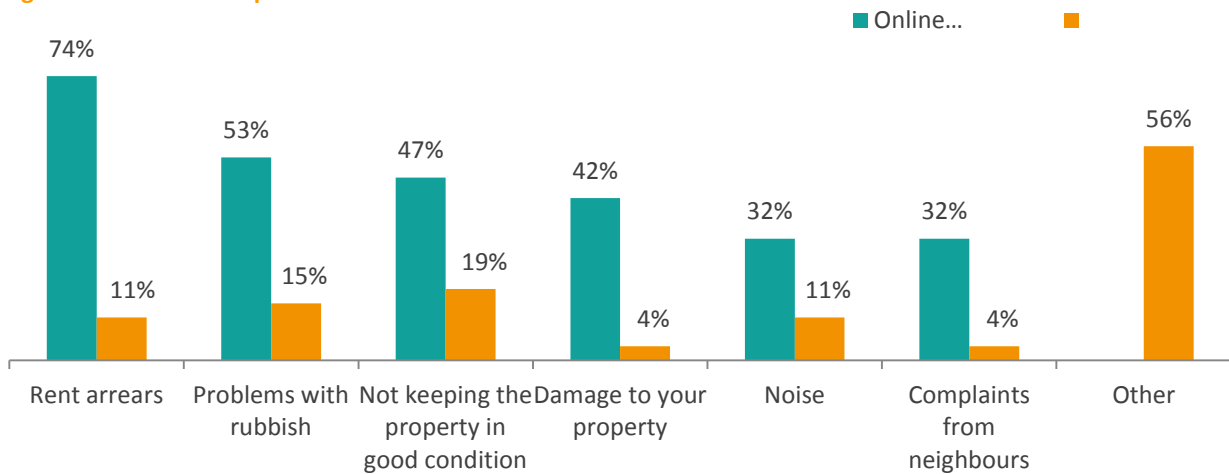


Other problems affecting landlords

Landlords were then asked what other problems they had encountered with tenants they had rented their properties to. For landlords who responded to the online consultation, the most common issue is with rent arrears (74% - 14 respondents). The next most common issues are problems with rubbish (e.g. small scale rubbish dumping, not putting the rubbish out correctly or not storing rubbish properly), with 53% (10) choosing this option, followed by 47% (9) who feel not keeping the property in good condition is a problem.

In comparison, the most common response for landlords who responded to the residents' survey is 'other' (56% - 15 respondents). The next most common response is not keeping the property in good condition (19% - 5 respondents). The third most common response is problems with rubbish at 15% (4 respondents).

Figure 42: Problems experienced with tenants

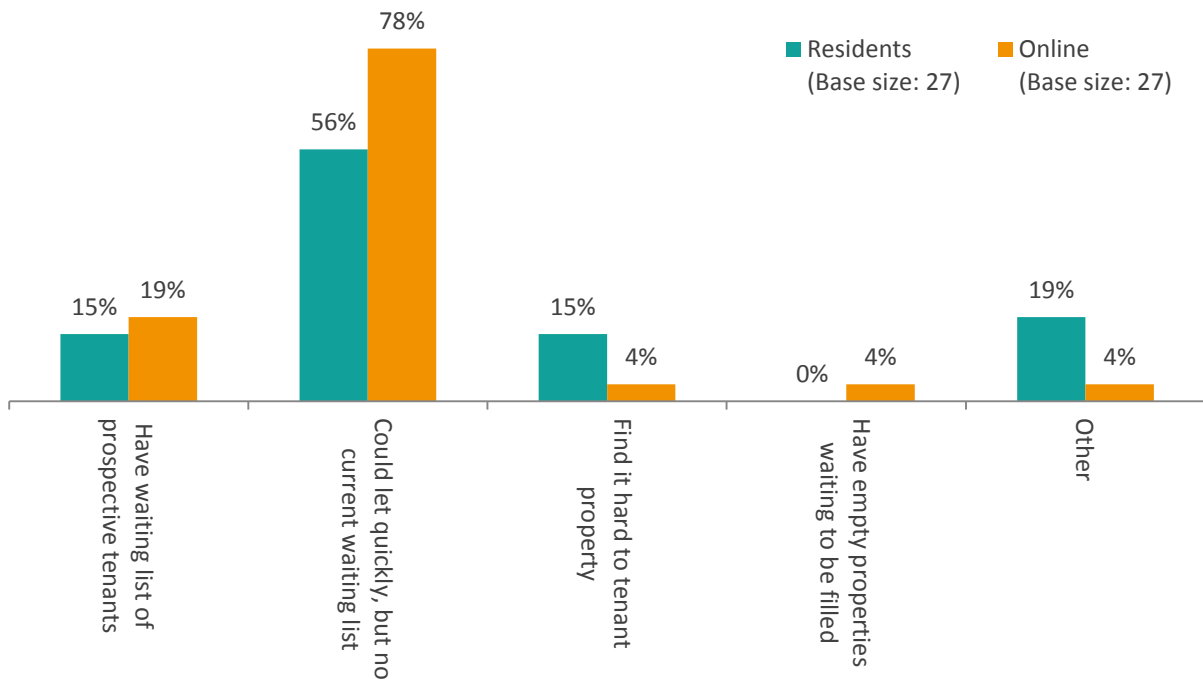


Demand for properties

Landlords were also asked how much demand there is for their property. Over three quarters of landlords (78%) who responded to the online consultation say that they could let their property quickly but did not currently have a waiting list. Around a fifth (19%) say that they have a waiting list for their property. There are an equal proportion of respondents who say that they find it hard to tenant their property and have empty properties waiting to be filled (both 4%).

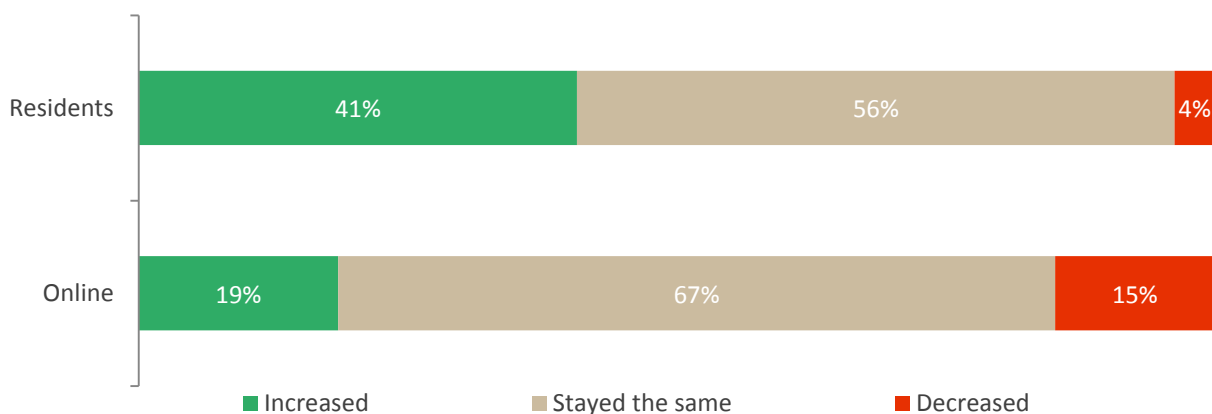
Over half of landlords who took part in the residents' survey say that they could let their property quickly, but do not currently have a waiting list (56% - 15 respondents). 15% (4 respondents) say that they have a waiting list of prospective tenants. On the other hand, the same proportion (15% - 4 respondents) say that they find it hard to tenant their property.

Figure 43: Demand for property



41% of landlords (11 respondents) who took part in the residents’ survey say that demand for their property has increased over the last two years, whilst 56% (15 respondents) say it has stayed the same, and 4% (1 respondent) say it has decreased. In comparison, 19% of landlords (5) who responded to the online consultation say that demand for their property has increased over the last two years, compares to 67% (18) who say it has stayed the same, and 15% (4) who say it has decreased.

Figure 44: Changes in property demand over last two years



Licensing conditions

Landlords were also asked if they had read the licensing conditions as shown in the Consultation document. Around a fifth (19% - 5 respondents) of landlords who responded to the residents’ survey had read this licence. This compares to 89% of landlords (25) who responded to the online consultation.

6.Social Letting agency

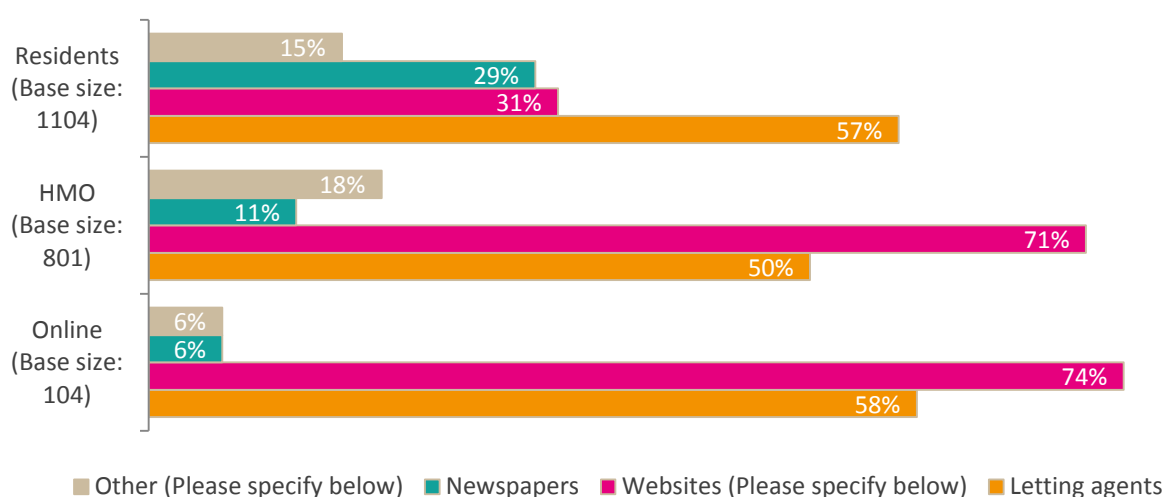
Respondents were asked a number of questions around letting and their experiences to provide further information for the council to consider what a social letting agency may deliver.

Just over a third of respondents to the resident consultation (35%) say that they have obtained housing through the Council before. This compares to 4% of both online (4 respondents) and HMO respondents (30 respondents).

In contrast, 42% of respondents to the resident consultation (469 respondents) say that they have previously rented through a letting agency. This compares to 69% of online and 81% of HMO respondents.

Respondents were asked where they search for a room, properties or tenants. As this was multiple choice, respondents were able to select as many options as they needed, therefore figures do not add to 100%. The most popular response amongst respondents to the residents' survey is that say that they use letting agents to search for a room/properties/tenants (57%). This compares to HMO and online respondents of which the highest proportion say that they use websites to search for a room/properties/tenants (71% and 74% respectively).

Figure 45: Where respondents search for a room / properties / tenants

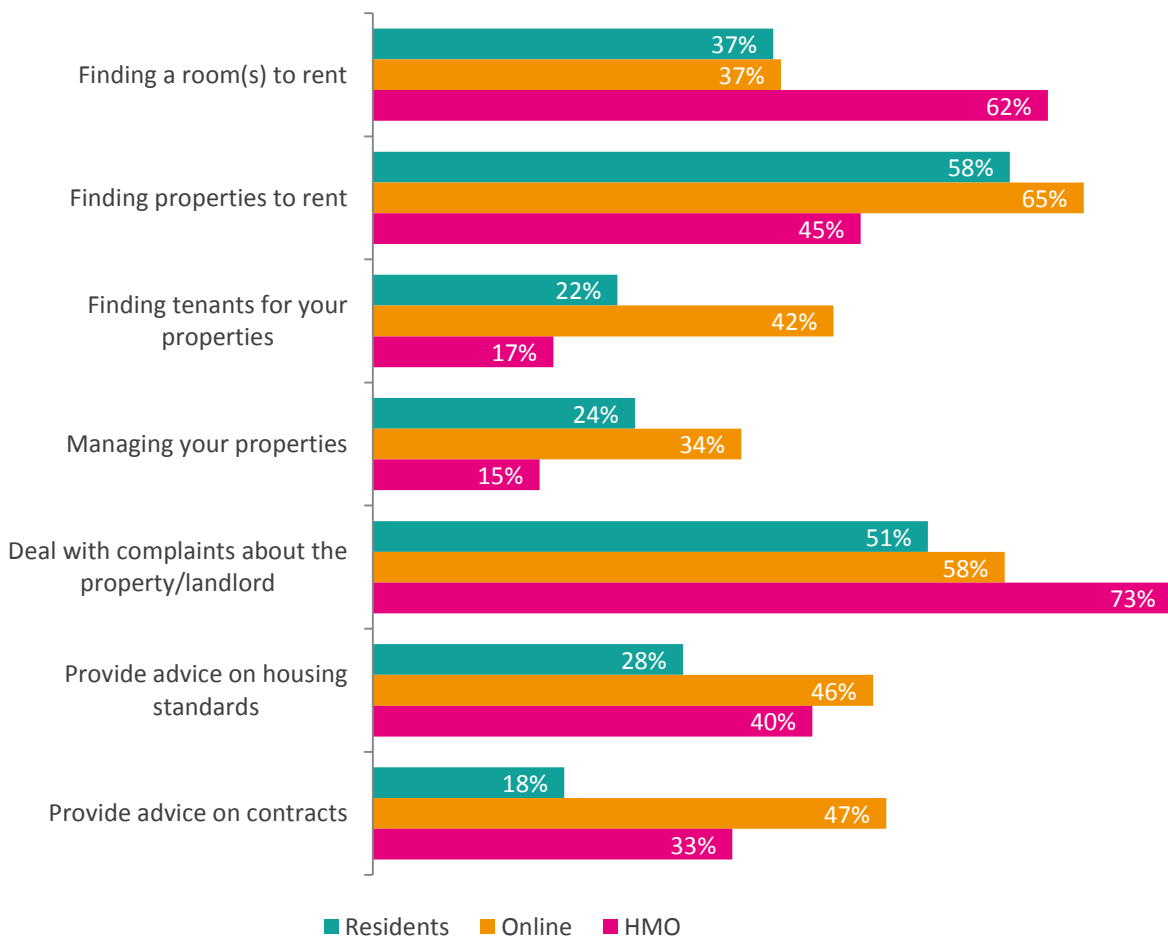


When asked what services respondents will like to receive from letting agents, 58% of respondents to the resident consultation say finding properties to rent. This is followed by around half (51%) who want letting agencies to deal with complaints about their property/landlord. 37% wanted help finding a room(s) to rent.

Almost three-quarters (73%) of respondents to the HMO consultation say that they want letting agencies to deal with complaints about their property/landlord. Around six out of ten (62%) want letting agencies to provide a service of finding a room(s) to rent. 45% of the same group chose finding a property to rent.

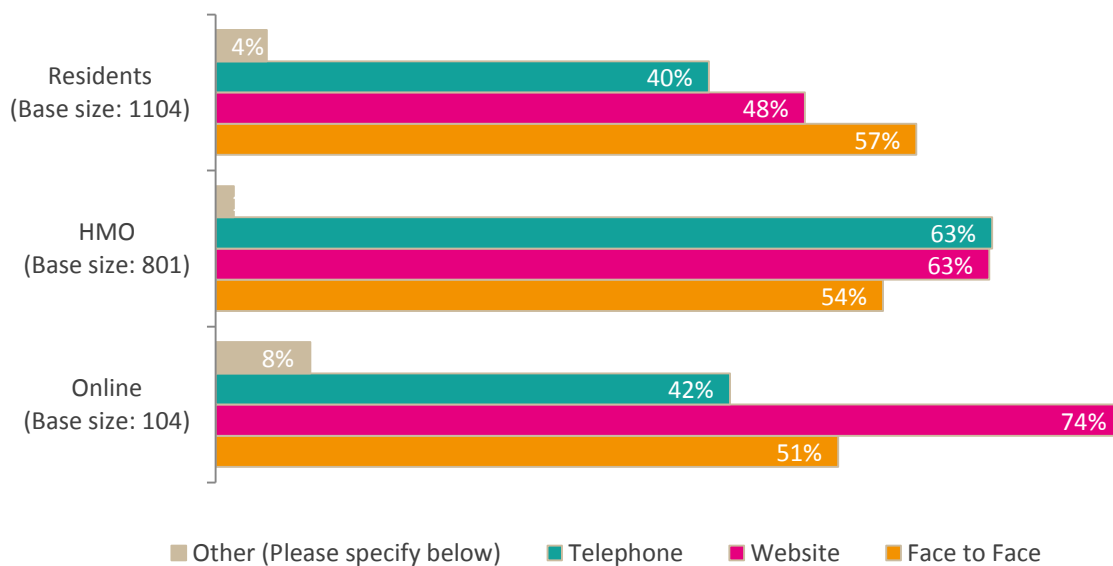
The most common response for respondents to the online consultation is finding properties to rent (65%). This is followed by 58% who want letting agencies to deal with complaints about the property/landlord. Almost half of online respondents want letting agencies to provide advice on contracts (47%) and housing standards (46%).

Figure 46. Services respondents would like to receive from letting agents



The chart below shows the preferred access channels for all respondent types. This was a multiple-choice question, so respondents could choose more than one option, therefore figures do not add to 100%. Over half of respondents to the residents’ survey (57%) will prefer to access letting agents face to face. This is followed by just under half (48%) who will prefer using a website. For those responding to the HMO consultation, the most preferred methods are via a website and by telephone (63% each). For respondents to the online consultation, the most popular choice is online (74%), followed by face-to-face (51%).

Figure 47: Preferred access channels



Respondents were asked whether they would consider letting or renting a property or room through the council. 46% of those who took part in the resident consultation, say they would consider letting/renting a property or room through the council, compared to 58% of HMO respondents and 47% of online respondents.

Respondents were asked if they would consider buying or selling their home through the council. 39% of those who took part in the resident consultation say they would, compared to 36% for online consultation respondents and 28% of HMO consultation respondents.

Finally, respondents were asked if they are a prospective landlord or tenant. Around a third of respondents (34%) to the resident consultation say they are, compared to 42% of HMO consultation respondents and 51% of online consultation respondents.

Appendices

Appendix 1: Consultation document

Appendix 2: Consultation flyer

Appendix 3: Coverage of consultation

Appendix 4: Neighbouring borough results

Appendix 5: Residential Landlords Association response

Appendix 6: National Landlords Association response

Appendix 7: Equality impact assessment



m.e.l
research



Section 02	Scoping of Full EIA		
Plan for completion	Timing: Resources:		
Analyse the impact of the policy, strategy, function, project, activity, or programme	Analyse the impact of the policy on the protected characteristics (including where people / groups may appear in more than one protected characteristic). You should use this to determine whether the policy will have a positive, neutral or negative impact on equality, giving due regard to relevance and proportionality.		
	Protected characteristic	Borough Analysis The main external stakeholders are, in terms of persons likely to be affected by the introduction of additional and selective licensing: <ul style="list-style-type: none"> - Private landlords in Hammersmith and Fulham - Managing agents - Associations representing landlords and managing agents - Private rented sector tenants, including HMO's - Residents associations - Residents of Hammersmith and Fulham - Businesses in Hammersmith and Fulham - The above groups in neighbouring Boroughs 	Impact: Positive, Negative, Neutral
	Age	The results of any subsequent enforcement <u>may</u> lead to premises being withdrawn from the private rented sector where they do not meet the minimum standards. This <u>may</u> have a potential negative affect on younger residents (88% of HMO survey sample are under 35) in the short term but is likely to have a positive impact in the medium to longer term as overall standards improve.	Potentially negative in the short term, positive in the longer term
	Disability	There is no evidence found to show additional and selective licensing has a potential impact on this characteristic.	Neutral
	Gender reassignment	There is no evidence found to show additional and selective licensing has a potential impact on this characteristic.	Neutral

Marriage and Civil Partnership	There is no evidence found to show additional and selective licensing has a potential impact on this characteristic.	Neutral
Pregnancy and maternity	There is no evidence found to show additional and selective licensing has a potential impact on this characteristic.	Neutral
Race	There is no evidence found to show additional and selective licensing has a potential impact on this characteristic.	Neutral
Religion/belief (including non-belief)	There is no evidence found to show additional and selective licensing has a potential impact on this characteristic.	Neutral
Sex	There is no evidence found to show additional and selective licensing has a potential impact on this characteristic.	Neutral
Sexual Orientation	There is no evidence found to show additional and selective licensing has a potential impact on this characteristic.	Neutral

Human Rights or Children's Rights

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

Please refer to the following appendices accompanying the main report:

1. Appendix 7a Protected characteristics profiles - levels of support for proposals
2. Appendix 7b Protected characteristics profiles impact of proposals
3. Appendix 7c Protected characteristics profiles

NOTICE OF CONSIDERATION OF A KEY DECISION

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

NOTICE OF THE INTENTION TO CONDUCT BUSINESS IN PRIVATE

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

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

KEY DECISIONS PROPOSED TO BE MADE BY CABINET ON 5 DECEMBER 2016 AND AT FUTURE CABINET MEETINGS UNTIL MARCH 2017

The following is a list of Key Decisions which the Authority proposes to take at the above Cabinet meeting and future meetings. The list may change over the next few weeks. A further notice will be published no less than 5 working days before the date of the Cabinet meeting showing the final list of Key Decisions to be considered at that meeting.

KEY DECISIONS are those which are likely to result in one or more of the following:

- Any expenditure or savings which are significant (ie. in excess of £100,000) in relation to the Council's budget for the service function to which the decision relates;
- Anything affecting communities living or working in an area comprising two or more wards in the borough;
- Anything significantly affecting communities within one ward (where practicable);
- Anything affecting the budget and policy framework set by the Council.

The Key Decisions List will be updated and published on the Council's website on a monthly basis.

NB: Key Decisions will generally be taken by the Executive at the Cabinet.

If you have any queries on this Key Decisions List, please contact

Katia Richardson on 020 8753 2368 or by e-mail to katia.richardson@lbhf.gov.uk

Access to Cabinet reports and other relevant documents

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

Decisions

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

Making your Views Heard

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

LONDON BOROUGH OF HAMMERSMITH & FULHAM: CABINET 2016/17

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

Key Decisions List No. 49 (published 4 November 2016)

KEY DECISIONS LIST - CABINET ON 5 DECEMBER 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>
5 December 2016				
Leader of the Council	Not before 1st Nov 2016	<p>Approval to make a direct award to provide parking enforcement services</p> <p>Approval was given to undertake a joint tendering exercise for RBKC and H&F to procure a shared enforcement agent service to recover outstanding PCN debts for RBKC and H&F for a term of seven years, with the option for a break clause in years three, and five to review performance.</p> <p>That approval be given to make a direct award to Marston Group Limited for a concessions contract to provide Enforcement Agent (Bailiff) Services for Penalty Charge Notice (PCN) Debt Recovery (on the same terms and conditions as the previous contract) from the date this decision takes effect but for no more than six months in the notional sum of £500,00.</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: Income more than £100,000		Ward(s): All Wards	
Leader of the Council	Not before 1st Nov 2016	<p>Lilla Huset</p> <p>Lilla Huset is currently occupied by Libraries and Children's Services. The existing lease expires in June 2016. This report will consider and recommend whether the Council should renew its lease.</p> <p>PART OPEN PART PRIVATE Part of this report is exempt from</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
	Reason: Income more than £100,000		Ward(s): Hammersmith Broadway	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
		disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	izhar.haq@lbhf.gov.uk	considered.
Cabinet	5 Dec 2016 Reason: Income more than £100,000	2016/17 Corporate Revenue Monitor for Month 5 2016/17 Corporate Revenue Monitor for Month 5	Cabinet Member for Finance Ward(s): All Wards Contact officer: Hitesh Jolapara Tel: 020 8753 2501 hitesh.jolapara@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	5 Dec 2016 Reason: Expenditure more than £100,000	CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2016/17 (SECOND QUARTER) This report provides a financial update on the Council's Capital Programme and seeks approval for budget variations as at the end of the second quarter, 2016/17.	Cabinet Member for Finance Ward(s): All Wards Contact officer: Hitesh Jolapara, Christopher Harris Tel: 020 8753 2501, Tel: 020 8753 6440 hitesh.jolapara@lbhf.gov.uk, Harris.Christopher@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	5 Dec 2016 Reason: Expenditure more than £100,000	ICT Transition - assuring service continuity phase 3 ICT Transition - assuring service continuity phase 2. PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a	Cabinet Member for Finance Ward(s): All Wards Contact officer: Jackie Hudson Tel: 020 8753 2946 Jackie.Hudson@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

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>)
		particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		considered.
Cabinet	5 Dec 2016 Reason: Affects 2 or more wards	<p>Emission Linked Parking Permits</p> <p>A report reviewing the current parking permit structure and recommending options to change the residents parking permit structure to a sliding scale of charges based on emissions produced by the vehicle</p> <p>PART OPEN PART PRIVATE</p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p> <p>Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p>	<p>Cabinet Member for Environment, Transport & Residents Services</p> <p>Ward(s): All Wards</p> <p>Contact officer: Edward Stubbing Tel: 020 8753 4651 Edward.Stubbing@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	5 Dec 2016 Reason: Expenditure more than £100,000	<p>TfL funded integrated transport investment programme 2017/18</p> <p>This report refines and details the council's integrated transport investment programme which forms part of the council's 2011 – 2031 Transport Plan (Local Implementation Plan 2 or LIP2) to be delivered in 2017/18 and funded entirely by Transport for</p>	<p>Cabinet Member for Environment, Transport & Residents Services</p> <p>Ward(s): All Wards</p> <p>Contact officer: Nick Boyle Tel: 020 8753 3069 nick.boyle@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

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)
		London (TfL). This report seeks the approval of the submission of the programme to TfL and the design, consultation and implementation of various elements of the programme. It further seeks approval for the delegation of the approval of construction of the capital programme to the Cabinet Member for Environment, Transport and Residents Service		papers to be considered.
Cabinet	5 Dec 2016	Contract Award for a shared service Enforcement Agent (Bailiff) Services for the recovery of Penalty Charge Notice (PCN) debts The report seeks permission to award contracts to the most economically advantageous tenders following an OJEU procurement exercise carried out by the shared Parking Service.	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: Income more than £100,000		Ward(s): All Wards	
Cabinet	5 Dec 2016	Commissioning & Procurement Strategy for Translation and Interpreting Service for LBHF Strategy paper for the commissioning and procurement of Translation and Interpreting Service for LBHF	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
Cabinet	5 Dec 2016	Extra Care Procurement & Commissioning Strategy Approval sought for the procurement strategy to procure a care and support provider for a new Extra Care facility and to modify existing two existing contracts.	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
	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 (other relevant documents may be submitted)
		<p>PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>		papers to be considered.
Cabinet	<p>5 Dec 2016</p> <p>Reason: Expenditure more than £100,000</p>	<p>Roll-out of Telephone Parking and Procurement of Replacement Pay and Display Machines – Approval for Consequential Direct Award of Contract for the Collection, Counting and Banking of Monies from Pay and display Machines to the Royal Borough of Kensi</p> <p>This report seeks approval to make a direct award to RBKC for a new 12-month contract to provide the collection, counting and banking of monies from pay and display machines on the existing terms and conditions at a cost of approximately £486,000 to be met from existing budgets.</p> <p>PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Environment, Transport & Residents Services</p> <p>Ward(s): All Wards</p> <p>Contact officer: Mai Kebbay Tel: 0208 753 3275/4262 Mai.Kebbay@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	5 Dec 2016 Reason: Expenditure more than £100,000	Riverside Studios / Queens Wharf highway improvements To seek approval for implementing highway improvement works funded by a developer under section 278 of the Highways Act, 1980	Cabinet Member for Environment, Transport & Residents Services Ward(s): Hammersmith Broadway Contact officer: Michael Masella michael.masell@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	5 Dec 2016 Reason: Expenditure more than £100,000	Seagrave Road - Highway Improvement Works To seek approval for the implementation of highway improvement works funded by a developer under a Section 278 agreement (Highways Act, 1980).	Cabinet Member for Environment, Transport & Residents Services Ward(s): North End; Fulham Broadway Contact officer: Michael Masella michael.masell@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	5 Dec 2016 Reason: Affects 2 or more wards	SUBSCRIPTIONS/AFFILIATIONS FOR EXTERNAL ORGANISATIONS 2017/18 To delegate authority to Cabinet Member for Finance to take decision to subscribe to London Councils, London Councils Grant scheme and the Local Government Association in 2017/18	Cabinet Member for Finance Ward(s): All Wards Contact officer: Hitesh Jolapara Tel: 020 8753 2501 hitesh.jolapara@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	5 Dec 2016 Reason: Budg/pol framework	Hammersmith and Fulham Joint Health and Wellbeing Strategy 2016-2021 The CCG and Council have a joint duty through the Health and Wellbeing Board to produce a plan that promotes integration and says how it will improve the health and wellbeing of people in its area. The strategy is a five year plan based on evidence of local need and	Cabinet Member for Health and Adult Social Care Ward(s): All Wards Contact officer: Harley Collins Harley.Collins@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

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)
		informed by the views of the public, patients and health and care professionals via consultation and engagement. Cabinet are asked to approve a high level plan which sets out a vision for the borough and the health and wellbeing priorities for the CCG and Council over the next five years.		considered.
16 January 2017				
Cabinet	16 Jan 2017 Reason: Expenditure more than £100,000	<p>Banking Contract Direct Award</p> <p>The Council currently has a contract with Nat West (part of the Royal Bank of Scotland Group Plc - RBS) for banking services, the contract expires on the 31st March 2017.</p> <p>PART OPEN PART PRIVATE</p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Finance</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Halfield Jackman</p> <p>Halfield.Jackman@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	16 Jan 2017 Reason: Expenditure more than £100,000	<p>Award of Tree Maintenance Contract</p> <p>Award of term contract for the maintenance of the council's trees along streets, in parks and housing estates and open spaces.</p> <p>PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority</p>	<p>Cabinet Member for Environment, Transport & Residents Services</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Ian Hawthorn, Gavin Simmons Tel: 020 8753 3058, ian.hawthorn@lbhf.gov.uk, gavin.simmons@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
		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	16 Jan 2017 Reason: Expenditure more than £100,000	Economical Development Plan To inform members of progress against economic growth objectives and to request authority for spend of allocated Section 106 monies.	Cabinet Member for Economic Development and Regeneration Ward(s): All Wards Contact officer: Penny Davis-Heinz, Mark Brayford Tel: 020 8753 2596, Tel: 020 8753 4159 Penny.Davis-Heinz@lbhf.gov.uk, Mark.Brayford@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	16 Jan 2017 Reason: Affects 2 or more wards	Economic Development and Growth Strategy Economic Development and Growth Strategy	Cabinet Member for Economic Development and Regeneration Ward(s): All Wards Contact officer: Beth Morgan, Mark Brayford Tel: 020 8753 3102, Tel: 020 8753 4159 beth.morgan@lbhf.gov.uk, Mark.Brayford@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	16 Jan 2017 Reason: Income more than £100,000	Pryors Bank Grant of a further lease to the London Diocesan Fund Grant of a further lease to the London Diocesan Fund in respect of premises at "Pryors Bank" in Bishop's Park, SW6 3LA PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under	Cabinet Member for Finance Ward(s): Palace Riverside Contact officer: Nigel Brown, Breda Kiely Tel: 020 8753 2835, Tel: 020 8753 2801 Nigel.Brown@lbhf.gov.uk, Breda.Kiely@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>)
		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	16 Jan 2017 Reason: Expenditure more than £100,000	Confirm On Demand Business Case Moving Confirm From HFBP Hosting to a Hosted Solution by the software vendors Pitney Bowes (PB)	Cabinet Member for Environment, Transport & Residents Services Ward(s): Hammersmith Broadway Contact officer: Eustace Dunkwu Tel: 020 8753 3010 Eustace.Dunkwu@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	16 Jan 2017 Reason: Affects 2 or more wards	School Kitchen Repair & Maintenance - Award Report The purpose of this report is to seek approval to award the contract for School Kitchen Repair and Maintenance contract across all three boroughs; The Royal Borough of Kensington & Chelsea (RBKC), The London Borough of Hammersmith and Fulham (LBHF); and Westminster City Council (WCC) PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	Cabinet Member for Children and Education Ward(s): All Wards Contact officer: Annabel Saunders, Samantha Denny Annabel.Saunders@rbkc.gov.uk, Samantha.Denny@rbkc.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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	16 Jan 2017	<p>Award report from Genito-Urinary Medicine</p> <p>The report recommends award to the winning tenderer following procurement process.</p> <p>PART OPEN PART PRIVATE</p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Cabinet Member for Health and Adult Social Care	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
Cabinet	16 Jan 2017	<p>Tracking and Survey of NEETs and the Careers Information Advice and Guidance for young people with learning difficulties & disabilities</p> <p>Agree commissioning strategy and approach for the Tracking and Survey of NEETs in LBHF and the Careers information, advice and guidance for young people with learning difficulties</p>	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Cabinet	16 Jan 2017	<p>2016/17 Corporate Revenue Monitor for Month 6</p> <p>2016/17 Corporate Revenue Monitor for Month 6</p>	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	

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	16 Jan 2017 Reason: Expenditure more than £100,000	<p>Contract Award Decision to appoint the construction contractor for the redevelopment of the Bridge Academy site for the provision of a range of young people services, as described in the report</p> <p>Following a procurement exercise over the summer 2016 this decision will be to award the contract to the successful contractor</p> <p>PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Cabinet Member for Children and Education Ward(s): Palace Riverside Contact officer: David Mcnamara David.Mcnamara@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	16 Jan 2017 Reason: Affects 2 or more wards	<p>Innovations for Future Delivery of H&F Libraries</p> <p>Update on the Library Transformation programme including</p> <ul style="list-style-type: none"> i. alternative delivery model ii. Sweating the assets / commercialisation iii. Shared services update iv. commercial quick wins progress 	Cabinet Member for Environment, Transport & Residents Services Ward(s): All Wards Contact officer: Helen Worwood Tel: 0208 753 2601 helen.worwood@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	16 Jan 2017 Reason: Budg/pol framework	<p>Council Tax Base and Collection Rate 2017/18 and Delegation of the Business Rates Estimate</p> <p>This report contains an estimate of the Tax Base and Collection Rate for 2017/18 which is used in the calculation of the Band D council tax charge undertaken in the</p>	Cabinet Member for Finance Ward(s): All Wards Contact officer: Steve Barrett Tel: 020 8753 1053 Steve.Barrett@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

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>)
		Revenue Budget Report for 2017/18. The report also seeks approval to delegate the determination of the business rates tax base for 2017/18 to the Strategic Finance Director in consultation with the Lead Member for Finance		background papers to be considered.
Cabinet	16 Jan 2017 Reason: Expenditure more than £100,000	Procurement of water risk assessment (Legionella) Strategy report for the procurement of water risk assessment contract (Legionella)	Cabinet Member for Housing Ward(s): All Wards Contact officer: Paul Monforte Tel: 020 8753 6985 Paul.Monforte@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	16 Jan 2017 Reason: Income more than £100,000	Procurement of Enforcement Agents To approve the re-procurement of enforcement agents to assist in the recovery of unpaid Council Tax and Business Rates through the use of a Dynamic Purchasing System set up by the Yorkshire Purchasing Organisation (YPO). To note and approve the cost involved in accessing the YPO's Dynamic Purchasing System is £1500.00`	Cabinet Member for Finance Ward(s): All Wards Contact officer: Jamie Mullins Tel: 020 8753 1650 Jamie.Mullins@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	16 Jan 2017 Reason: Expenditure more than £100,000	Commissioning Higher Education Partner for Step-up to Social Work Programme This report seeks approval for the procurement strategy to commission a Higher Education Partner to work with the local authority to deliver "Step Up to Social Work" Programme. Fully funded by central Government via a grant from the Department for Education, this	Cabinet Member for Children and Education Ward(s): All Wards Contact officer: Steve Comber Tel: 07739 317 307 Steve.Comber@RBKC.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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)
		innovative programme seeks to train children's social workers so that, at the end of the course, they gain a Post-Graduate Diploma with the opportunity to obtain credits towards a Master's degree in Social Work; the objective being that participating local authorities will be better able to attract and retain well-qualified children's social workers at a time when this is proving difficult nationally.		
Cabinet	16 Jan 2017 Reason: Expenditure more than £100,000	Section 278 - 28 - 36 Glenthorne Road Highway Improvements, which include; footway improvements in Southerton Road junction with Glenthorne Road, footway improvements on both sides of Overstone Road at the junction with Glenthorne Road. Modification of the entry treatment in Overstone Road at the junction with Glenthorne Road, installation of new anti-skid road surfacing on the approach to the existing zebra crossing in Glenthorne Road	Cabinet Member for Environment, Transport & Residents Services Ward(s): Hammersmith Broadway Contact officer: Stephen Daway Stephen.daway@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	16 Jan 2017 Reason: Expenditure more than £100,000	Relet of HR Contracts Relet of Recruitment Advertising and associated contracts Relet of Internship Framework contract	Cabinet Member for Finance Ward(s): All Wards Contact officer: Veronique Vermeer Tel: 07747 007300 Veronique.Vermeer@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	16 Jan 2017 Reason: Expenditure more than £100,000	Council Tax Support Scheme 2017/18 This report outlines the council's council tax support scheme for 2017/18	Cabinet Member for Finance Ward(s): All Wards Contact officer: Paul Rosenberg Tel: 020 8753 1525 paul.rosenberg@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

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>)
				background papers to be considered.
Cabinet	16 Jan 2017	Grant funding for Community Legal Advice Services This report outlines the business case and recommendations for grant funding Hammersmith & Fulham based Community Legal Advice Services.	Cabinet Member for Social Inclusion	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards Contact officer: Louise Raisey Tel: 020 8753 2012 Louise.Raiseey@lbhf.gov.uk	
6 February 2017				
Cabinet	6 Feb 2017	LBHF Older People's Housing Strategy Report setting out framework and direction of travel for older people's housing.	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 Contact officer: Jane Martin Tel: 0208 753 5666 Jane.Martin@lbhf.gov.uk	
Cabinet	6 Feb 2017	Rough Sleeper/Single Homeless Supported Accommodation Contract Extensions Commissioning Strategy for seven supported housing contracts for rough sleepers single homeless people with support needs PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances	Cabinet Member for Health and Adult Social Care	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards Contact officer: Julia Copeland Tel: 0208 753 1203 julia.copeland@lbhf.gov.uk	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
		of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		
Cabinet	6 Feb 2017	2016/17 Corporate Revenue Monitor for Month 7 2016/17 Corporate Revenue Monitor for Month 7	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
Cabinet	6 Feb 2017	Economic Development Priorities Refresh Programme funding for Economic Growth.	Cabinet Member for Economic Development and Regeneration	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Cabinet Full Council	6 Feb 2017	FOUR YEAR CAPITAL PROGRAMME 2017/18 TO 2020/21 This report presents the Council's four-year Capital Programme for the period 2017-21.	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
Cabinet	6 Feb 2017	CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2016/17 (THIRD QUARTER) This report provides a financial update on the Council's Capital Programme and seeks approval for budget variations as at the end of the third quarter, 2016/17	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards Contact officer: Hitesh Jolapara, Christopher Harris Tel: 020 8753 2501, Tel: 020 8753 6440 hitesh.jolapara@lbhf.gov.uk, Harris.Christopher@lbhf.gov.uk	
Cabinet Full Council	6 Feb 2017	REVENUE BUDGET AND COUNCIL TAX LEVELS 2017/18 This report sets the revenue budget and council tax for 2017/18	Leader of the Council	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards Contact officer: Hitesh Jolapara Tel: 020 8753 2501 hitesh.jolapara@lbhf.gov.uk	
Cabinet	6 Feb 2017	Procurement of Lift Maintenance Services Strategy report for the procurement of lifts maintenance services.	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Income more than £100,000		Ward(s): All Wards Contact officer: Paul Monforte Tel: 020 8753 6985 Paul.Monforte@lbhf.gov.uk	
6 March 2017				
Cabinet	6 Mar 2017	Strategy Report for Procurement of Professional Services Framework This report is a strategy report for the procurement of professional (Multi-disciplinary) services framework.	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
	Reason: Expenditure more than £100,000		Ward(s): All Wards Contact officer: Henrietta Jacobs	

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>)
			Tel: 020 8753 3729 Henrietta.Jacobs@lbhf.gov.uk	and / or background papers to be considered.
Cabinet	6 Mar 2017	2016/17 Corporate Revenue Monitor for Month 8 2016/17 Corporate Revenue Monitor for Month 8	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
27 March 2017				
Cabinet	27 Mar 2017	2016/17 Corporate Revenue Monitor for Month 9 2016/17 Corporate Revenue Monitor for Month 9	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
			Contact officer: Hitesh Jolapara Tel: 020 8753 2501 hitesh.jolapara@lbhf.gov.uk	

NOTICE OF CONSIDERATION OF AN ADDITIONAL KEY DECISION PROPOSED TO BE MADE BY CABINET ON 5 DECEMBER 2016 (published on 11 November 2016)

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 a Key Decision which it intends to consider at its next meeting.

*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*

The decision 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>)
Cabinet	16 Jan 2017	Improving private renting Measures to improve private renting, public consultation feedback and recommendations.	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	
	Contact officer: Richard Buckley richard.buckley@lbhf.gov.uk			