



London Borough of Hammersmith & Fulham

Cabinet

Agenda

**MONDAY
7 DECEMBER 2015
7.00 pm**

**COURTYARD ROOM
HAMMERSMITH
TOWN HALL
KING STREET
LONDON W6 9JU**

Membership

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

**Date Issued
26 November 2015**

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

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

PUBLIC NOTICE

The Cabinet hereby gives notice of its intention to hold part of this meeting in private to consider items (14 to 18) 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 **4-10** on this agenda using the Council's Deputation Request Form. The completed Form, to be sent to David Viles at the above address, must be signed by at least ten registered electors of the Borough and will be subject to the Council's procedures on the receipt of deputations. **Deadline for receipt of deputation requests: Wednesday 2 December 2015.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 9 December 2015**. Items on the agenda may be called in to the relevant Accountability Committee.

The deadline for receipt of call-in requests is: **Monday 14 December 2015 at 3.00pm**. Decisions not called in by this date will then be deemed approved and may be implemented.

A confirmed decision list will be published after 3:00pm on **Monday 14 December 2015**.

Cabinet Agenda

7 December 2015

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<p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Audit, Pensions and Standards Committee.</p>	
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| 12. | 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.

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| 13. | EXEMPT MINUTES OF THE CABINET MEETING HELD ON 2 NOVEMBER 2015 (E) | |
| 14. | TESTING AND INSPECTION OF EXISTING FIRE ALARMS & EMERGENCY LIGHTING SYSTEMS WITHIN HOUSING PROPERTIES -BOROUGH WIDE : EXEMPT ASPECTS (E) | |
| 15. | BRITISH RED CROSS HOSPITAL TO HOME SERVICE EXTENSION REPORT : EXEMPT ASPECTS (E) | |
| 16. | APPROVAL TO PROCEED TO PROCUREMENT OF ADULT COMMUNITY SEXUAL HEALTH SERVICES : EXEMPT ASPECTS (E) | |
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| 18. | AWARD OF ROAD2010 TERM CONTRACT FOR LONDON ROAD CONDITION SURVEYS : EXEMPT ASPECTS (E) | |

London Borough of Hammersmith & Fulham



Cabinet

Minutes

Monday 2 November 2015

PRESENT

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

82. MINUTES OF THE CABINET MEETING HELD ON 12 OCTOBER 2015

RESOLVED:

That the minutes of the meeting of the Cabinet held on 12 October 2015 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

83. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Stephen Cowan.

84. DECLARATION OF INTERESTS

There were no declarations of interest.

85. CORPORATE REVENUE MONITOR 2015/16 MONTH 5 - AUGUST

RESOLVED:

1. To note the General Fund and HRA month 5 revenue outturn forecast.
2. To agree the proposed virements of £0.514m as detailed in appendix 10.

3. Overspending departments to agree updated proposals/action plans for bringing spend in line with budget.

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.

86. FUNDING APPROVAL FOR IMPLEMENTATION OF CLOUD-BASED PRODUCTIVITY AND COLLABORATION TOOLS (OFFICE 365)

RESOLVED:

1. This report recommends the following costs from the IT Enablers Fund:
 - a) Implementing cloud-based collaboration tools using Office 365, at a tentative cost of £643,000 for Stages A, C and D, to be funded from the IT enablers budget;
 - b) Delegate funding approval decision for the Phase 3 project implementation to the Cabinet Member for Finance for all Stages; and,
 - c) Award of a contract for consultancy support by calling off from the CCS G-Cloud framework.
2. Separate papers will be brought forward for Stages B, E-H.

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. TFL FUNDED ANNUAL INTEGRATED TRANSPORT INVESTMENT PROGRAMME 2016/17

RESOLVED:

1. That approval be given to carry out feasibility design and consultation on projects C1 to C3, N1 to N3 and L1 to L2 (identified in the body of the report) at a total cost of £90,000 (approximately 15% of the total capital project cost, and all charged to the capital project) as set out in paragraphs 5.3 and 5.4 (forms part of the £1,796,000).
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 projects C1 to C3, N1 to N3 and L1 to L2 (identified in the body of the report) totalling £510,000 (forms part of the £1,711,000), subject to favourable outcome of public engagement and consultation.
3. That approval be given to utilise £500,000 to implement a borough wide 20mph speed limit, subject to separate cabinet approval as set out in paragraph 5.2 (forms part of the £1,796,000). Should cabinet not separately approve implementation of a borough wide 20mph speed limit authority is given to delegate the reallocation of this £500,000 to Cabinet Member for Environment, Transport and Residents Services in consultation with the Director of Transport and Highways
4. That approval be given to utilise £25,000 to undertake the pedestrian crossing study and a further £25,000 to the Fulham Palace Road study as set out in paragraph 5.3 (forms part of the £1,711,000).
5. That approval be given to complete the 2015/16 integrated transport capital projects at a cost of £179,000 as set out in paragraph 5.3 (forms part of the £1,796,000).
6. That approval be given to utilise £50,000 to enhance the TfL traffic signal modernisation programme in 2016/17 and £50,000 to enhance the council's own carriageway and footway planned maintenance programme in 2015/16 as set out in paragraph 5.5 (forms part of the £1,796,000)
7. That approval be given to deliver the Smarter Travel programme at a cost of £265,000, as detailed in paragraph 5.6 (forms part of the £1,796,000).
8. That approval be given to utilise £50,000 to develop the council's 2017/18 annual spending submission (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 5.7 (forms part of the £1,796,000).
9. 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, as detailed in paragraph 5.8.

10. That approval be given to place all works orders with one of the council's existing term or framework contractors; and in exceptional circumstances (where the council does not have the specific expertise) design work services through the London Borough of Ealing's framework consultants contract with Project Centre Limited.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

88. PARKING ON HOUSING ESTATES - CONSULTATION RESULTS

RESOLVED:

1. To approve the introduction of TMOs on Clem Attlee, William Church, Lancaster Court, Sullivan Court and Barclay Close estates, acknowledging the stated preference on the majority of these estates for controls to be in place 24 hours daily, seven days per week.
2. To note that the TMOs will be aligned as a minimum to the CPZ hours of operation immediately adjacent to the estates, and residents advised accordingly.
3. To agree the phased implementation of four TMOs as follows:
 - Clem Attlee and William Church – January 2016
 - Sullivan Court and Lancaster Court – March 2016
4. To give delegated authority to the Cabinet Member for Housing, and the Cabinet Member for Environment, Transport & Residents Services to agree any changes to the above implementation schedule should this be required in response to changes to local parking stress on the above estates.
5. To give delegated authority to the Cabinet Member for Housing, and the Cabinet Member for Environment, Transport & Residents Services to review the outcome of the further engagement work for Edward Woods and Fulham Court Estates, and decide upon the options to be pursued and the timeline for implementation.

6. To note that implementation at Barclay Close will need to be aligned with the outcome at Fulham Court due to their proximity.
7. To approve a budget of £410,000 for the 7 estates, to be financed from the Housing Revenue Account (HRA).
8. To approve the commencement of Phase 2 of consultation as set out at Appendix 4, to commence January 2016.
9. To approve a budget of £45,000 to carry out the above consultation.
10. To note that should implementation of TMOs be agreed for Phase 2, subject to a further report being prepared for Cabinet, the costs of these are estimated at £420,000 from the HRA, subject to site survey.

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. ADOPTION OF THE COUNCIL'S HOUSING ALLOCATION SCHEME, TENANCY STRATEGY AND HOME BUY ALLOCATION SCHEME

RESOLVED:

That Members:

1. Adopt the Housing Allocation Scheme (Annex A); Tenancy Strategy (Annex B); Home Buy Allocation Scheme (Annex C).
2. Note the Equalities Impact Assessment (Annex D).

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.

90. CONSULTATION ON PROPOSALS TO IMPROVE THE PRIVATE RENTED SECTOR

RESOLVED:

1. To agree to consult Borough wide and cross-boundary on the proposed options.
2. To agree funding of up to £60,000 using existing capital funding for project management of consultation including the development of a cross boundary impact assessment.

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.

91. MULTIDISCIPLINARY FAMILY ASSESSMENT SERVICE - CONTRACT AWARD

RESOLVED:

1. That approval be given to award the contract for a Multi-disciplinary Family Assessment Service to the Tavistock and Portman NHS Foundation Trust from 1st January 2016 to 31st December 2020 at an annual contract cost of £549,992 and a total contract cost of £2,749,960 if the full contract period of five years is utilised.
2. The London Borough of Hammersmith & Fulham will be liable for an annual contract cost of £274,996 and a total contract cost of £1,374,980 if the full contract period is utilised as its contribution to the total contract value.
3. That approval be given to enter into an Inter-Authority Agreement with Westminster City Council for the utilisation and management of the Multidisciplinary Family Assessment Service contract. The contract award is subject to Westminster City Council approving its contribution to the contract value, which will be an annual contract cost of £274,996 and a total contract cost of £1,374,980 if the full contract period is utilised.
4. That Cabinet give prior approval to delegate to the Cabinet Member for Children and Education the decision to increase or decrease the service

activity levels by up to 25% of the original specification if required following each Annual Review of the contract with a corresponding adjustment in the Contract Price up to a value of £1m, in line with 12.6.1 of the Council's Contract Standing Orders.

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.

92. THE DIRECT AWARD OF A CONTRACT FOR THE PROVISION OF SUPPORTED HOUSING SERVICES FOR HOMELESS PEOPLE WITH COMPLEX NEEDS AT 229 KING STREET TO ST MUNGO'S BROADWAY

RESOLVED:

That retrospective approval be granted for a waiver from the Council's Contract Standing Orders (CSO's) of the requirement to seek competitive tenders and approve the direct award of the 229 King Street contract to the recommended organisation identified in the exempt report from 5 January 2016 to 30 September 2017.

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.

93. STATEMENT OF COMMUNITY INVOLVEMENT IN PLANNING: ADOPTION OF DOCUMENT

RESOLVED:

1. That Cabinet adopt the revised Statement of Community Involvement in Planning (Appendix 2 of the report) as a local development document.

2. That Cabinet note that, the day after adoption of the SCI, officers shall make the SCI available for inspection. In addition, it shall be published on the Council's website for a period of no less than three months.
3. That Cabinet authorise officers to take all steps as required in accordance with the legislative provisions noted under Legal Implications.

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.

94. FORWARD PLAN OF KEY DECISIONS

RESOLVED:

The Key Decision List was noted.

95. 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.

96. EXEMPT MINUTES OF THE CABINET MEETING HELD ON 12 OCTOBER 2015 (E)

RESOLVED:

That the minutes of the meeting of the Cabinet held on 12 October 2015 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

97. MULTIDISCIPLINARY FAMILY ASSESSMENT SERVICE - CONTRACT AWARD : EXEMPT ASPECTS (E)

RESOLVED:

That the recommendations contained in the exempt report be approved.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

98. THE DIRECT AWARD OF A CONTRACT FOR THE PROVISION OF SUPPORTED HOUSING SERVICES FOR HOMELESS PEOPLE WITH COMPLEX NEEDS AT 229 KING STREET TO ST MUNGO'S BROADWAY : EXEMPT ASPECTS (E)

RESOLVED:

That the recommendations contained in the exempt report be approved.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.


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

None.

Meeting started: 7.00 pm
Meeting ended: 7.10 pm

Chair

Agenda Item 4

<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>7 DECEMBER 2015</p>	 <p>h&f hammersmith & fulham</p>
<p>RECOMMENDATION OF THE RESIDENTS' COMMISSION ON COUNCIL HOUSING AND OUTCOME OF THE STRATEGIC HOUSING STOCK OPTIONS APPRAISAL</p>	
<p>Report of the Cabinet Member for Housing: Councillor Lisa Homan</p>	
<p>Open</p>	
<p>Classification - For Decision</p>	
<p>Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Director: Mike England, Director, Housing Strategy & Options</p>	
<p>Report Author: Charles Hyde, Programme Manager</p>	<p>Contact Details: Tel: 020 8753 6688 E-mail: Charles.Hyde@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. The Council's housing stock has been paid for by generations of Hammersmith & Fulham residents both to meet their own housing needs and to provide for those who come after them.
- 1.2. Council homes represent an affordable place to live for many of the borough's residents, across a diverse range of incomes, backgrounds and family circumstances. This significance is increasing as Hammersmith & Fulham is now the third most expensive place to live in the country. The great majority of people living in the borough do not have household incomes that would allow them to buy a home here and many, even on substantial incomes cannot accommodate themselves in the private rented market. For many residents, particularly those on low or modest incomes, their ability to continue to live within their existing community depends upon access to a council home.
- 1.3. Most importantly, having the stability of being able to live in a council home in Hammersmith & Fulham makes it easier to gain and retain employment; to access and benefit from local schools and educational opportunities; to provide support to existing, settled family members and a wider local community network. In short, the Council's housing stock provides an anchor that allows communities to develop and thrive. This in turn is greatly to the economic, social and cultural benefit of the borough as a whole. Its significance therefore stretches well beyond the fabric of the buildings.

- 1.4. In its manifesto “The Change We Need” the Administration committed itself to “take immediate measures to protect council homes now and in the future” and to “work with council housing residents to give them ownership of the land their homes are on.” In December 2014 it established a Residents’ Commission on Council Housing to look at the options for the future ownership and management of the housing stock. The Commission is an independent body with a majority of residents (both tenants and leaseholders), but including independent experts. It is chaired by the Right Honourable Keith Hill.
- 1.5. In particular, the Residents’ Commission looked at how to:
 - Safeguard Council homes and estates for the future;
 - Give residents greater local control over their homes;
 - Protect tenants’ rights and keep rents and service charges at levels residents can afford; and
 - Fund improvements to homes and housing services.
- 1.6. The Commission’s aim was to identify the best way to enable residents to have greater local control of their housing and maximise investment in existing and future council homes.
- 1.7. The Commission has now finished their work and produced their final report. Their report, and the Strategic Housing Stock Options Appraisal (SHSOA) which was carried out in parallel with the work of the Commission are shown at Annexes A and B respectively.
- 1.8. The recommendation of the Residents’ Commission is that the Council transfer the ownership of its housing stock to a new, locally-based, not-for-profit, resident-led Registered Provider (RP) constituted on the Community Gateway Association (CGA) model¹. This recommendation follows an extensive resident engagement programme over the summer and a thorough assessment of the options.
- 1.9. This report proposes to Cabinet that the recommendations of the Residents’ Commission should be accepted in full. There are a number of key reasons for this:
 - a) The proposal to transfer is the option most likely to deliver the Council’s policy towards its housing stock, set out formally in the Council’s Housing Strategy approved in May 2015;
 - b) The financial modelling carried out during the work of the Commission shows that if the Council retains ownership of its homes it cannot deliver the investment to existing homes shown to be required by a comprehensive new Stock Condition Survey. As a consequence, repairs, maintenance and improvements will have to be stopped or deferred;
 - c) Transfer would increase the prospect of the building of more new affordable homes;
 - d) The new landlord receiving the transfer would be unencumbered by what the Commission’s report refers to as the “dead hand” of

¹ This does not include homes on the West Kensington and Gibbs Green estates that are sold to Capital & Counties PLC (Capco).

the debt cap imposed by Central Government on the Council's Housing Revenue Account and which restricts the Council's ability to invest in new and existing homes;

- e) Transfer to a resident-led body can ensure that the transformation of services to tenants and leaseholders can take place hand in hand with residents taking and exercising control over the development of those services;
 - f) Transfer would be designed to protect tenants' rights and level of security and ensure that rents were at least as affordable as they would be with the Council;
 - g) For leaseholders a transfer would ensure that necessary repairs and maintenance were carried out and that the value of their home was protected;
 - h) In future, plans for investment in or the remodelling or regeneration of estates would be developed by and with residents themselves;
 - i) Transfer would bring wider benefits to the community as a whole by providing homes for people in housing need, reducing the cost to the council taxpayer of temporary accommodation for homeless households and bringing benefits to the local economy.
- 1.10. The Commission's achievement has been remarkable and unique. It has absorbed and interpreted a vast amount of complex and technical material, In addition to this though, the Commission has had residents themselves as its driving force and it has conducted its business with a degree of openness and transparency not seen anywhere else.
- 1.11. In coming to its conclusions the Commission has also had to take on board the significant changes to social housing and welfare benefit policy proposed by Central Government during summer 2015 and now before Parliament in the Housing and Planning Bill and Welfare Reform and Work Bill, which were previously not anticipated. These include 1% reductions in social housing rents over each of the next four years; higher rents for tenants with incomes of over £40,000; the introduction of a Right to Buy for Housing Association tenants leading to a requirement on local authorities to sell some vacant properties and pay the proceeds to Government; and reductions in benefits, benefit caps and tax credits. In the case of the rent reductions this has had an important impact on the Commission's recommendations.
- 1.12. From the Council's point of view there have been a number of other valuable benefits from the work of the Commission and the associated Stock Options Appraisal. These include:
- a) A comprehensive new Stock Condition Survey setting out in detail the investment requirements of council homes over the next 40 years;
 - b) A revised Business Plan for the Housing Revenue Account, taking account of the investment promised for 2015/16 and 2016/17 together with the investment advised in new stock condition information and the fundamental changes to housing finance announced by the Chancellor in the Summer Budget in July 2015;

- c) A sea-change in the level and quality of resident engagement in the development of housing services, including a new survey of resident opinion and aspiration;
 - d) A blueprint setting out a vision for how housing services should be provided in the future.
- 1.13. This report and the various appendices set out the large volume of work needed and the important stages required before a transfer could be achieved. Chief amongst these are the consent of the Secretary of State, together with satisfactory financial arrangements, further consideration by the Council itself of the terms of any transfer and most importantly of all receiving the agreement of residents through a formal ballot. This report invites members to begin this process and to:
- a) Pursue a stock transfer through consultation with residents, drawing up an offer that could be put to residents in a ballot, entering into discussions with DCLG and the GLA over a transfer proposal and making a formal application to them when it is clear how and when this is to be done. The provisional timetable would be to aim for a ballot in the Autumn of 2016 and a transfer of ownership by Spring 2017.
 - b) Immediately begin a service transformation programme for the housing service, focussed on the requirements of residents and in close consultation with the existing and emerging resident involvement structure.
 - c) Create the organisation capable of becoming the new landlord on the model proposed by the Commission and, now that the work of the Residents' Commission has finished, invite those members of the Commission who wish to do so to form an Advisory Group to advise upon a process for establishing a new landlord, including a Shadow Board.

2. RECOMMENDATIONS

That Cabinet:

The Stock Options Appraisal and Report of the Residents' Commission

- 2.1 Thank the Residents' Commission on Council Housing ("The Residents' Commission") for its report and the time, effort and expertise that has gone into its production.
- 2.2 Note the outcome of the Stock Options Appraisal and the officer comments on it.
- 2.3 Accept in full the recommendations of the Residents' Commission as to the:
 - Future ownership of the council's housing stock;
 - Means of increasing resident control over the ownership and management of council homes;
 - Improvement of services to tenants and leaseholders
- 2.4 In the light of the Stock Options Appraisal and the report of the Residents' Commission, resolve to formally pursue the transfer of the Council's

housing stock to a resident-led Registered Provider which is constituted on the Community Gateway model.

2.5 Note the benefits to residents and the Council arising from the work of the Residents' Commission and the Strategic Housing Stock Options Appraisal and in particular the new Stock Condition Survey, the updating of the Housing Revenue Account Business Plan, and the significant improvement in the breadth and quality of resident involvement in on the development of services to tenants and leaseholders.

2.6 Note that the implementation of a stock transfer would be subject to consultation and a ballot of residents, the availability of funding and the negotiation of a satisfactory financial settlement, including on the overhanging debt, the consent of the Secretary of State, and a further decision by the Council itself to proceed.

Application for Stock Transfer

2.7 Authorise the Chief Executive, in consultation with the Cabinet Member for Housing, formally to apply to Communities and Local Government (DCLG) and the Greater London Authority (GLA) for approval to commence the preparation for a Large Scale Voluntary Transfer (LSVT) of the Council's housing stock.

2.8 Delegate to the Chief Executive the authority to hold discussions with DCLG and GLA in pursuance of the transfer proposal.

Transforming Services and Increasing Resident Control

2.9 Note that the Lead Directors for Housing are initiating a customer service improvement programme based on the Blueprint proposed by the Residents' Commission for the Housing Service and centred on the requirements of customers and increasing resident control over housing services. This programme will be developed in full consultation with residents and is the subject of another report on this Cabinet agenda (Transforming the customer experience of the Housing Service).

New Structures for the Future of Housing

2.10 Delegate to the Chief Executive, in consultation with the Cabinet Member for Housing, the authority to create a new organisation constituted as proposed by The Residents' Commission capable, subject to the agreement of tenants in a ballot, of receiving the transfer of the Council's housing stock.

2.11 Invite members of the Residents' Commission who wish to do so to form an Advisory Group to advise on the implementation and planning of Recommendation 2.10 above.

Community Benefits, Corporate and Financial Implications

2.12 Note the impact of the Chancellor's announcements in the July 2015 Summer Budget on the HRA Business Plan (and of the Housing Bill and the outcome of the Comprehensive Spending Review).

2.13 Note that there will be a corporate impact of a stock transfer; including an impact on the General Fund should it proceed and instruct Officers to report further on this in the report to the Cabinet Member for Housing in March 2016.

2.14 Note the potential implications for Council staff should a stock transfer proceed.

- 2.15 Agree an additional budget of £372,000 from the General Fund and £80,000 from the Housing Revenue Account which can be funded from underspends in the Housing Revenue Account and the carry forward of the predicted £245,000 underspend from the Residents' Commission budget for the initial work to develop the business case and the Offer for implementation of the proposals set out in this report for the pursuit of a Large Scale Voluntary Transfer and for a service transformation programme which will fund the programme until March 2016 at which point progress will be reviewed and formally reported to the Cabinet Member for Housing.
- 2.16 Delegate authority to the Cabinet Member for Housing to release a further £778,000 from the General Fund and £125,000 from the Housing Revenue Account to progress beyond the business case to finalise and seek DCLG/HCA consent to a detailed Offer during financial year 2016/17.
- 2.17 Delegate authority to the Cabinet Member for Housing to release up to £500,000 further funding from the General Fund in the event of any significant delays in decision making by the Department for Communities and Local Government.
- 2.18 Delegate authority to the Lead Directors for Housing in consultation with the Cabinet Member for Housing to exercise the option to extend the term of the following five contracts:
- a) external Independent Tenants' and Leaseholders' Adviser, let to TPAS UK Ltd, to allow for further advice and independent support for tenants and leaseholders in the lead up to a ballot of residents.
 - b) external legal advice, let to Trowers & Hamblins LLP, to allow for further advice in developing the Business Case to be submitted to DCLG and the Offer Document in the lead up to a ballot of residents.
 - c) external property and surveying advice, let to Savills (UK) Ltd, to allow for further advice on the stock condition survey and specialist structural surveys, environmental surveys, periodic updates throughout the programme as required, rights to the data and analysis be available/assigned to any new organisation(s) and their advisers in the lead up to a ballot of residents.
 - d) external financial advice, let to Capita Property and Infrastructure Ltd, to allow for further advice in developing the Business Case to be submitted to DCLG and the Offer Document in the lead up to a ballot of residents.
 - e) external Communications and Consultation Adviser, let to SKV Communications Ltd, to allow for further advice in developing the Business Case to be submitted to DCLG and the Offer Document in the lead up to a ballot of residents.
- 2.19 Delegate authority to the Lead Directors for Housing in consultation with the Cabinet Member for Housing to procure as appropriate and award contracts for the provision of external advice required to progress the programme up to and including a ballot of residents.

3. REASONS FOR DECISION

- 3.1 The Residents' Commission in conjunction with the Strategic Housing Stock Options Appraisal process has identified the transfer option as the most effective way to deliver sustainable housing for the future.
- 3.2 This report recommends that the Council accepts the Commission's recommendations in full and seeks authorisation for a programme of activity to further their implementation.
- 3.3 The technical appraisal carried out by external advisers and validated by officers supports the recommendations of the Residents' Commission.
- 3.4 The decision reflects corporate commitments to put residents at the heart of services, and build on the resident involvement networks that have been successfully expanded and developed over the last 18 months.
- 3.5 The decision will lead to further exploration of the options available to give greater powers to residents of the Council's housing estates across a broad range of areas to deliver the requirements of the Localism Act 2011 where the Council is committed to devolve more control to the community.
- 3.6 The decision will ensure that there is no detriment to tenants and leaseholders in service delivery in future years from the constraints of the financial outlook. A new Registered Provider would be able to both invest in the housing stock at levels that would not be viable if the stock were to be retained and also access funding to increase the provision of affordable housing within the Borough.

4. INTRODUCTION AND BACKGROUND

History

- 4.1. On 11 November 2014, the Economic Regeneration, Housing and the Arts Policy and Accountability Committee resolved "*to request the Administration to establish a Residents' Commission on Council Housing to consider the options for empowering residents to take local control over their homes and for maximising investment in existing and new council homes.*"
- 4.2. The Council decided on 1 December 2014 to undertake the Strategic Housing Stock Options Appraisal process which would examine the long-term future housing investment needs of its housing stock. In addition to that, the Council agreed to establish a Residents' Commission with an independent chair and 12 members whose membership would have a resident majority. The remit of the Commission was "*to consider the best options for the future of social housing in the borough.*"
- 4.3. The Commission was established in February 2015. It has overseen the production of a technical options appraisal report (Annex B) and receiving evidence through public hearings, evidence gathering visits, closed deliberation meetings, training workshops and receiving reports of the stock condition survey and financial appraisal. The Commission has now considered both the technical report's appraisal information and their own findings. As part of the Commission's process, they received advice from an independent tenants' and leaseholders' adviser (ITLA); legal and other experts to help inform their deliberations and process.

- 4.4. On 3 November 2015, the Commission presented their recommendation to the Economic Regeneration, Housing and the Arts Policy and Accountability Committee for a full stock transfer to a resident-led Registered Provider which is constituted on the Community Gateway Association model as detailed in their report (Annex A). The Commission's decision was based on a comprehensive appraisal of options for the future financing, ownership and management of the Council's homes. Following questions from the Committee and residents, the Cabinet Member for Housing requested officers to consider the implications of the recommendations and formally report to Cabinet for decision at the earliest opportunity.

Government policy announcements (Chancellor of the Exchequer's Summer Budget 2015, Welfare Reform and Work Bill, Housing & Planning Bill)

- 4.5. The Government has adopted a new policy position on social housing and welfare benefits following the Chancellor's Summer Budget 2015 and the proposals outlined in the draft Welfare Reform and Work Bill published in July 2015 and draft Housing & Planning Bill published in October 2015. Among the announcements were the following: -
- a) Reduce social sector rents by 1% each year for 4 years from 2016-17;
 - b) Freeze working-age benefits, tax credits and Local Housing Allowances for 4 years from 2016-17;
 - c) Reduce the Overall Benefit Cap to £23,000 in London and continue the introduction of Universal Credit;
 - d) End automatic entitlement to Housing Benefit for 18-21 year olds;
 - e) Pay to Stay: higher income (>£40,000) social housing tenants to pay up to market rents; and
 - f) Forced sale of higher value council voids.
- 4.6. As detailed in the Financial Adviser report attached at Annex D, the Government has now taken control of rent setting and is legislating to force all social housing rents to reduce by 1% each year over the next four years, meaning the Council will receive £24 million less income over the next four years alone to invest in maintaining and improving homes and estates. The Government seeks to reduce welfare spending by reducing the housing benefit paid for social housing however this rent reduction will force the Council to significantly delay investment in capital works to homes and estates of at least £67 million over that period. This will have knock-on effects for the condition, subsequent viability and availability of the property. Whichever option the Council decides for the future of its housing stock, rents will be similar though there is an opportunity for more investment and new homes from the stock transfer option.
- 4.7. There is no confirmation in the draft Housing and Planning Bill that local authorities will be allowed to retain receipts sufficient to replace the void homes sold, as the money raised is to be used to fund the extension of the Right to Buy to housing association landlords. As such, there is currently no proposal to force housing association to sell empty properties. This would appear to point to a further advantage of transfer, though the

Secretary of State would have the power, if he chose to apply the void sale requirement to the transferee landlord. This is reinforced by the proposals on “Pay to Stay”, in which the Council would be required to pay the additional income back to the Government while a transferee landlord would be allowed to keep it.

Technical 2015 Strategic Housing Stock Options Appraisal report

- 4.8. The technical 2015 Strategic Housing Stock Options Appraisal report (Annex B) draws together the current local profile of the borough and its housing stock; ascertains the condition of the stock and how much investment is required to improve and maintain homes and estates. Then details what models of ownership and management – basically stock retention by the Council or stock transfer to a new organisation – need to be considered to secure the investment needed as the basis for the Residents’ Commission to make their recommendation.

Stock Condition Survey report

- 4.9. A warrantable stock condition survey was commissioned with Savills (UK) Ltd. to assess the current condition of the Council’s housing stock and how much investment is required to maintain and improve homes and estates over a 40-year period. The sample, with +/-4% statistical accuracy, looked at 11.6% of tenanted properties (totalling 1,362 properties), communal areas and various related assets that exist within the stock such as: garages, un-adopted areas, shops, commercial units, hostel and support schemes (The Savills’ Stock Condition Survey report is attached at Annex C).
- 4.10. Overall, the condition of the stock is on average good, partly because of the Decent Homes investment undertaken and stock investment since. However it needs significant investment now and in the future to improve and maintain its condition. Over a 40 year period, the investment needs of the stock have been identified as approximately £1.4 billion. This has had a considerable impact upon the recommendation to retain the stock or transfer to a new organisation.
- 4.11. Specialist structural surveys were also conducted by Curtins Consulting Ltd., a sub-contractor to Savills (UK) Ltd., on a sample of high-rise and low-rise blocks to confirm their structural integrity. Given that this was a sample survey, further detailed investigation is required into the level and type of investment required in the future. A provision has been included within the Stock Condition Survey in the interim.

Financial Appraisal report

- 4.12. A comprehensive financial appraisal was commissioned with Capita Property & Infrastructure Ltd. to validate the existing HRA Business Plan and develop retention and transfer models (the Capita Financial Appraisal report is attached at Annex D).
- 4.13. The report details that the Council had a sound Housing Revenue Account (HRA) 40 year Business Plan approved on 5 January 2015 that could deliver the investment in existing homes to maintain them to a Minimum Letting Standard. However, the changes announced by Government in the Summer Budget 2015 have had a major impact on the position of the HRA. The announcements mean the Council’s present HRA investment plans can no longer be funded at their present levels and some of the

necessary major works will have to be re-phased for a later period, scaled down or cancelled altogether. The extent of this investment shortfall is estimated to be at least £67 million over ten years. Consequently, the Council's retention of the housing stock under the current HRA business plan is not a practical option.

- 4.14. The investment position would still be challenging after stock transfer, however, greater investment could be delivered with greater certainty and it would be under greater local control. A stock transfer would see the new resident-led landlord assuming greater control over the investment programme in the existing stock, offering greater opportunities for provision of more affordable housing in the borough and developing the local economy through creation of employment opportunities.
- 4.15. A key advantage of the stock transfer option would be protecting the standard of the investment programme for all homes in the borough, including that achieved by the ALMO up to 2011 as well as safeguarding the estates, maintaining security and affordable rents and giving residents control. If the Council proceed with a potential stock transfer, the Council will need to seek Government support to write-off £208 million of debt plus associated early repayment premia. To do this, the Council will need to demonstrate that the transfer will provide a range of economic, financial and social benefits.

Independent Tenants' and Leaseholders' Adviser (ITLA) report

- 4.16. In accordance with best practice, an ITLA was appointed by residents with the support of officers to act as independent advocates of the options appraisal process. TPAS UK Ltd. report noted that the process the Council has followed has been a robust and transparent one, with examples of good and best practice evident within some elements of the programme. The elements of good practice are the empowerment of tenants and leaseholders by their appointment to the Residents' Commission and best practice is demonstrated by the transparency of the process in particular the filming of the public hearings and the creation of transcripts of the public hearings which were all available to view and download from the Residents' Commission's independent website which received over 19,000 hits.
- 4.17. The ITLA reported that in the latter stages of the programme, the tenants and leaseholders' awareness increased and at the conclusion of the programme, evidence from the sample opinion survey of tenants and leaseholders' conducted by TPAS suggested that 34% of tenants and leaseholders' were aware of the Residents' Commission programme.
- 4.18. From results of the sample opinion survey, created by the Residents' Commission, and carried out by TPAS, it is clear that the satisfaction levels amongst tenants and leaseholders about their location (78%), and the quality of their home (58%) are comparatively high. Tenants and leaseholders were particularly satisfied about the location of their homes, with the proximity to transport links and shops, a clear advantage. The feedback regarding the quality of their immediate neighbourhood (48%) and housing service (51%) is reasonable, but not as good as high performance benchmarks of other social landlords in London. Further detail is provided in their report at Annex E.

Summary of Residents' Commission findings

4.19. The Commission's recommendations are as follows:

- a) That the Council should take the immediate necessary steps to prepare for a large scale voluntary transfer of its stock of council homes² to a new organisation that would be a locally-based Registered Provider with a constitution based on the 'community gateway' model.
- b) That the Council should draw up a timetable setting out a programme of actions to achieve the transfer of ownership to the new organisation subject to the outcome of a formal ballot of council tenants.
- c) That the Council should draw up a programme of engagement with tenants and leaseholders living in council homes to ensure first, that they receive full and prompt information about the proposed transfer and the programme leading up to it, second, that they have every opportunity to get involved in preparations for the transfer including discussions about the constitution of the new organisation and the 'offer' to residents and third, that they are in a position to make an informed choice if and when asked to vote on the proposal.
- d) That the Council should enter into discussions with the GLA, DCLG and HM Treasury to establish the terms on which its transfer application might be approved.
- e) That the Council should at an early stage make arrangements for the establishment of a 'shadow' Board for the proposed new organisation to ensure that its legal structure of membership and governance, its identity and values, financial viability, business plan, operational model and communications strategy can be given clear direction.
- f) That the Council should carry out a study of opportunities to deliver new homes and community-led regeneration that will provide resources to support the business plan of the new organisation while simultaneously helping to meet the aims of the Council's Housing Strategy and local residents' aspirations.
- g) That the Council should initiate a programme of improvement and transformation for housing services guided by the principles developed by the Commission as a 'Blueprint' for a new housing organisation.

5. THE OPTIONS

5.1. The options are detailed in the technical 2015 Strategic Housing Stock Options Appraisal report attached at Annex B.

² This does not include homes on the West Kensington and Gibbs Green estates that are sold to Capital & Counties PLC (Capco).

6. PROPOSAL

Accepting the Commission's Recommendation

- 6.1. The Residents' Commission has made a recommendation *"that the Council should take the immediate necessary steps to prepare for a large scale voluntary transfer of its stock of council homes³ to a new organisation that would be a Registered Provider with a constitution based on the 'community gateway' model."* It is proposed that the Council accepts this and other recommendations in full.
- 6.2. The Council now faces a major challenge in relation to the long-term viability of its HRA, and the full implications of the Summer Budget proposals and other recent legislative changes are not yet known. There is considerable pressure for additional affordable housing. The residents' survey conducted by the Residents' Commission found that 79% of residents surveyed want more control over decision-making and that there is a desire from residents for more local self-determination in the management of their homes and the development of services.
- 6.3. The options appraisal considered the condition of the stock and its investment needs in the context of the projected levels of income and the impact of the debt cap. It was concluded that should the council continue to be the landlord and own the homes, then over the next 10 years: -
 - a) There will be a shortfall of at least £67 million and the Council will not be able to deliver the full range of works identified by the stock condition survey at the time they are required. Investment in homes, neighbourhoods and services will be reduced and delayed. This is likely to make the HRA business plan more volatile in the medium to long term.
 - b) Further efficiencies will be required to balance the HRA business plan, to maximise revenue contributions to capital investment and reduce the investment gap.
 - c) There is little financial capacity for the delivery of new build homes, which in turn will reduce the economic stimulus that the council can offer and the choice of homes available to tenants.
- 6.4. The council has prioritised investment into sustainable housing stock by achieving efficiency savings and securing savings from procurement exercises. Despite this, the central issue continues to be the council's limited resources and the operation of the debt cap is incompatible with the investment needs of homes and neighbourhoods in the medium term. Therefore there continues to be compelling evidence to support the case for pursuing stock transfer to a not-for-profit Registered Provider that would not be subject to the same financial restrictions as the council.
- 6.5. The transfer proposals mean that ownership of the Council's homes would transfer to a new locally-based, not-for-profit Registered Provider, who would become the landlord in their own right. The Commission selected transfer as their preferred option because this could achieve a number of benefits including:

³ This does not include homes on the West Kensington and Gibbs Green estates that are sold to Capital & Counties PLC (Capco).

- a) Enabling the new landlord to invest in homes and neighbourhoods when it is required avoiding the deferral and delay of works that might occur if the Council retains ownership of the stock.
- b) Delivering a solution that means that all homes owned by the new Landlord across the borough would be in the ownership of an organisation whose constitution would preserve resident control.
- c) Joining social housing services up across the borough, the new landlord would be a Registered Provider making the homes and estates more consistent with other RPs.
- d) Enabling residents to be fully involved in the decision-making of the organisation.
- e) Generating economic growth through the construction of new homes.
- f) Enabling more capital receipts and resources from sales to be kept locally.

Application for Stock Transfer and the Process

- 6.6. The decision to transfer its housing stock lies not entirely with the Council. Tenants would need to be consulted and then their final view ascertained by a formal ballot. Additionally, Secretary of State's consent will also be required.
- 6.7. The recommendation in this report is therefore that the Council should begin producing a business case and an offer document for initial discussion with and approval by DCLG as a basis of consulting with its tenants on stock transfer leading up to a ballot. If the ballot result is positive, then a fully informed decision to transfer could be made. The process could be halted at any time if it became clear that a transfer could not be achieved.
- 6.8. A key consideration for the Government will be delivery of new affordable housing. To that end, the new landlord may consider options that include a mixture of cross-subsidy from market housing to affordable housing and some regeneration. However, the report of the Commission makes it clear that this would only be at the instigation of residents themselves via their control of the new landlord. The Commission's report suggests that an initial aim would be to build at least 500 new homes on what is currently HRA land.
- 6.9. There are risks to the successful completion of the transfer in terms of Ministerial consent; availability of private finance, tenant support for the proposal and challenging timescales.
- 6.10. The Secretary of State will not grant consent unless a transfer application has been approved in advance of the Council proceeding to full consultation with tenants. If the Council's application is approved the Government will expect full consultation and a ballot of all tenants before transfer can proceed. Government approval of the process would be required to allow the Council to access the overhanging debt write off it requires.
- 6.11. The Council will need to request the Government to write off a substantial amount of its housing debt, estimated to be £208 million plus debt premia. The Council will be expected to maximise the value of its housing stock to

reduce the level of overhanging debt required to make the transfer viable. The Government will expect to see evidence of this in the Council's application to transfer its homes.

- 6.12. The Council can only submit its application to transfer its homes once a new Housing Transfer Manual for transfers beyond March 2016 is published. Officers are aware that a number of other local authorities are currently assessing the case for stock transfer of their homes at this time including Barnet Council, whose stock is currently managed by an ALMO, Barnet Homes Ltd. Officers anticipate the Government will issue a Housing Transfer Manual and the Council will need to be in a position to submit an application for the Transfer Programme immediately.
- 6.13. If the Council's transfer proposal is approved by a majority of tenants who vote in a ballot, the Council will then need to ensure that the new landlord is registered with the Homes & Communities Agency (HCA). Again, if the Council is to meet challenging timescales for completion of the transfer it should start to establish Shadow Board and governance arrangements as soon as possible following the ballot. The HCA registration process cannot begin however until permission has been granted to start the consultation process. To meet the timescales, work would need to commence before the outcome of the ballot is known, but this is now common practice.

Transforming Services, Increasing Resident Control & New Structures for the Future of Housing

- 6.14. The Residents' Commission made a recommendation "*that the Council should initiate a programme of improvement and transformation for housing services guided by the principles developed by the Commission as a 'Blueprint' for a new housing organisation.*" It is proposed that this recommendation be accepted.
- 6.15. The Housing Service is currently scoping a customer service improvement programme to capture, progress and monitor all service improvement projects across the service.
- 6.16. A Programme Board made up of the Housing Directors will help the Housing Service to identify workstream and project priorities for effective decision making. As well as improving the co-ordination of existing improvement work, this programme will also be a vehicle through which to channel useful ideas and insights for service improvement that come from residents and council officers in a structured manner. The programme will help to form a culture of continuous improvement and performance management to improve and transform housing services for residents.
- 6.17. Funding is likely to be required to resource project management expertise to deliver the improvement projects and/or specific skills required to meet the needs of the Housing Service following a review of the customer service improvement programme and agreed strategic priorities subject to another report on this Cabinet agenda (Transforming the customer experience of the Housing Service). This programme of review and transformation will need to ensure that integration between Housing and other services, for example Adults' Services, is maintained and enhanced.

Community Benefits, Corporate and Financial Implications

- 6.18. This report proposes that the transfer of the Council's homes to a new landlord would greatly benefit existing tenants and leaseholders. However,

there are also a number of significant benefits which would accrue to the community as a whole.

- 6.19. The building of new affordable homes would be of benefit to those residents of the borough who are in housing need now or in the future but who are not currently residents of council homes. This development will be sustainable by the new landlord as they will have access to private funding and development will be planned and led by residents.
- 6.20. The shortage of affordable homes means that the Council, through its General Fund, is forced to incur significant and growing costs in providing temporary accommodation for homeless households that it would not need to incur if more, permanent affordable homes were available after a transfer. To illustrate the financial effect of this, the average annual net cost to the General Fund of keeping a family in a bed and breakfast hotel is £10,000.
- 6.21. It is likely that some at least of the new homes provided would be for sale or part-sale. This would meet the aspirations of borough residents who are not council tenants but who would not otherwise have the opportunity to buy their own home.
- 6.22. It is clear from the report of the Residents' Commission that investment in existing council homes cannot be sustained at an adequate level if the Council retains ownership. This would lead eventually to an effective loss of the current quantum of good quality affordable housing in the borough and hence deprive homeless households and people in housing need in the community at large of the opportunity to access an affordable home.
- 6.23. The new landlord would also have the opportunity to retain Right to Buy receipts in the borough ring-fenced to fund replacement homes and thereby have more sources of funding to build new homes. The building of new homes and sustaining the current stock of council homes in good condition will have important knock on benefits for residents and will support lower paid service work, which is essential to sustain the local economy. There is clear evidence that having access to suitable accommodation which is affordable has beneficial effects on the health (including mental health) of occupants, upon educational attainment and upon success in gaining and keeping employment. Conversely, the lack of such accommodation acts as a barrier to a good quality of life, with associated costs to the council tax payer and to the public purse as a whole.
- 6.24. The creation of a new social landlord in the borough on the model proposed free of some of the restrictions placed on the local authority, will have a number of direct benefits for the community, including the creation of local job opportunities, support for the voluntary sector and the building of community cohesion and social inclusion.
- 6.25. A significant factor for the council of a stock transfer will be the future of activities currently performed by the council on behalf of the HRA, for which the latter pays the general fund a recharge. The recharges of around £6.5 million of central support costs and SLAs from the HRA to the General Fund cover the provision of services including: Corporate finance and treasury management, ICT, HR, Corporate and Commercial Property,

Legal Services, Communications and Democratic Services, some of which are shared services.

- 6.26. A preliminary corporate impact assessment has been produced detailing the implications of transfer and it is unlikely that many of the council's staff providing these services to the HRA will qualify for Transfer of Undertakings and Protection of Employment (TUPE) and therefore transfer to a new landlord. This is because the majority of the staff in these services do not dedicate 50% or more of their time to providing services to the council's Housing Service. Back office functions that do not move to the new landlord through TUPE will face one of two options. If the new landlord does not want to procure these services from the council, they would need to be reduced within the council to reflect the lower level of activity following the transfer of the HRA. Or, the functions can continue to be performed by the council for the new landlord in return for payment—much as the council does for some schools that left local authority control to become academies. It is likely that a combination of both these eventualities would occur. Contracts have been assumed to novate directly to the new landlord in the event of transfer however this will be confirmed in the detailed corporate impact assessment in the New Year. Other areas of financial implications such as unfunded pension costs will be considered as part of the detailed Corporate Impact Assessment that would be conducted early in 2016.
- 6.27. At the outset of the Strategic Housing Stock Options Appraisal a programme budget of £1.5 million was identified within the General Fund Reserves. Upon completion of this first phase there is a forecast underspend of £245,000.
- 6.28. After carrying forward the predicted underspend, an additional budget of £372,000 from the General Fund and £80,000 from the Housing Revenue Account to 31st March 2016 will be required to develop the business case and Offer, at which point progress will be reviewed and formally reported to the Cabinet Member for Housing. The report then asks for authority to be delegated to the Cabinet Member for Housing to release a further £778,000 from the General Fund and £125,000 from the Housing Revenue Account to progress beyond the business case to finalise and seek DCLG/HCA consent to a detailed Offer during financial year 2016/17.
- 6.29. If there are significant delays in decision-making within DCLG, it is possible that up to an additional £500,000 may be required.
- 6.30. The Council will need to consider projected costs to the General Fund within the context of potential economic benefits to the borough arising from stock transfer detailed in paragraphs 6.18 to 6.24.
- 6.31. The Financial Appraisal has identified that a stock transfer would likely offer more affordable housing for the borough, reduced homelessness costs for the council and improved opportunities for residents and businesses in the borough.
- 6.32. It is also important to note that upon transfer, a residual retained HRA for West Kensington & Gibbs Green Estates would remain preventing closure of the HRA (which is normally expected following transfer), even though the Estates are sold and therefore any reserves would not accrue to the Council's General Fund. The opening HRA reserve balance as at 1 April

2015 was £13.17 million and current modelling shows that by April 2017 this could be around £11.5 million.

- 6.33. Expert advice will be required to support the development of the business case and Offer; contracts for the Strategic Housing Stock Options Appraisal included a provision for extensions to allow continuity of advice should stock transfer be recommended. Contracts were let for legal, financial, communications, property and independent residents' advisers. It is therefore necessary to seek to extend the external advisers' contracts for the next stage or to reprocure such advice should contract extensions not be agreed with incumbent advisers.

7. COMMUNICATION & ENGAGEMENT

- 7.1. The formal communication and engagement with tenants and leaseholders commenced in January 2015 with the Cabinet Member for Housing writing to residents explaining the establishment of the Residents' Commission and inviting residents to apply for represent their community on the Commission.
- 7.2. The communication methods were comprehensive, enabling people to receive information and respond in a variety of ways including via the Council's website, the Commission's dedicated website, email, telephone or postal returns. Information about the Commission and SHSOA was provided through monthly newsletters, face-to-face contact opportunities for established resident groups, tenant and leaseholder conferences, estate visits, sheltered housing coffee mornings and monthly briefings for staff across all housing offices.
- 7.3. The engagement programme also invited residents and other stakeholders to express their views on current service provision and their top service priorities. This information will be taken into account in future service design and in identifying priority areas of focus by the customer service improvement programme.
- 7.4. From a low base, there have been major gains in resident involvement and knowledge because of the work of the Commission and parallel work by staff. A Residents' Survey indicates that residents love living in Hammersmith & Fulham and are generally content with their homes. Residents think the Housing Service is "OK" but could be greatly improved and there is some support for regeneration as long as it is resident-led. Noting the low base of resident engagement and awareness at the outset, which has now increased to 35%. There have also been 19,000 hits on the Housing Commissions website indicating a high level of interest in its work. There is however still more work to do in relation to engaging with residents going forward.

8. EQUALITY IMPLICATIONS

- 8.1. The Council needs to consider the impacts on residents when shaping future housing policy particularly the specific impacts on those residents belonging to protected groups under the Equalities Act 2010.
- 8.2. Approval of the Residents' Commission recommendation for transferring the Council's housing stock requires the Council to undertake a full and

comprehensive consultation with all secure and introductory tenants of the Council. This consultation will lead to a ballot of all secure Council tenants and will therefore cover those from the protected groups.

- 8.3. Stock transfer could offer more affordable housing and reduced homelessness through the ability to invest in new and existing homes without the encumbrance of the HRA debt cap. Greater financial freedom and flexibility and the ability to secure specialist expertise on the Board of the new organisation would provide greater local business trading opportunities and better opportunities for local communities through improved health and wellbeing as well as increased skills and employment training that the retention option would not be able to fund.
- 8.4. Further reports to be presented to Cabinet will include a full Equality Impact Assessment assessing impacts of the recommended option on those protected groups informed by the results of the comprehensive consultation.
- 8.5. Implications completed by: David Bennett, Head of Change Delivery (Acting), Innovation and Change Management, Finance and Corporate Services, 020 8753 1628.

9. LEGAL IMPLICATIONS

- 9.1. The Housing Transfer Manual for the period to 31 March 2016 (“the Manual”) from the Department for Communities and Local Government (“DCLG”), the Homes and Communities Agency (“HCA”) and the Greater London Authority (“GLA”) provides useful guidance on the requirements for a Large Scale Voluntary Transfer (“LSVT”).
- 9.2. The first stage of a LSVT involves agreeing a business case for transfer followed by complying with requirements of the Manual and also the statutory guidance on consultation with tenants.

The Current Housing Transfer Manual

- 9.3. The current Manual will not be applicable after 31 March 2016. The new manual will set the basis on which the DCLG and the GLA expects a housing transfer process to be conducted and the criteria by which an application for debt write-off (including the payment of redemption premia) and also for consent to transfer will be assessed. The current legal implications, therefore, consider the criterion to be applied under the current Manual.

Consent

- 9.4. The Secretary of State must give consent to the Council under sections 32 - 43 of the Housing Act 1985 before the Council can transfer its stock. The criteria for consent is set out in section 7.2 of the Manual and comprises of the following:
 - (i) That the local authority’s consultation exercise has been adequate;
 - (ii) That the majority of secure and introductory tenants voting in the ballot are in favour of transfer;
 - (iii) That the acquiring landlord is registered with the Regulator;
 - (iv) That the acquiring landlord is independent of the Council;

- (v) That, where Government support for debt write-off is sought, the transfer is on the same basis as previously approved at application stage or following amendments subsequently agreed;
- (vi) That the terms of the transfer are acceptable;
- (vii) That the local authority will be able to fulfil its statutory obligations under the Housing Act 1996 and has adequate nomination rights.

9.5 In addition to consent under Section 32 - 43 of the Housing Act 1985 the Council will need to secure ancillary consents under Sections 25 of the Local Government Act 1988 and Section 133 of the Housing Act 1988.

Consultation

9.6 Schedule 3A of the Housing Act 1985 (as amended by the Housing and Regeneration Act 2008) makes a ballot of the Council's affected secure and introductory tenants mandatory. The form of consultation is stipulated in the Manual and is also the subject of statutory guidance. In summary, the requirements are that:

- (i) the material must present an "accurate picture" about the proposed transfer and the implications of staying with the Council;
- (ii) Tenants must have the information needed to express a fully informed opinion; and
- (iii) the Council must not seek to persuade tenants to vote one way or the other.

9.7 Stage 1 of the consultation requires the Secretary of State to give its consent to the Council proceeding (i.e. the circulation of the formal offer document). Stage 2 involves any changes arising from the consultation during stage 1, followed by a ballot on the proposals.

9.8 The ballot is determined by a simple majority of those voting. Tenants also have the right to make representations to the Secretary of State. The Secretary of State will not give his consent if a majority of affected tenants are opposed to the proposal as well as on other grounds.

Leaseholders

9.9 There are no express statutory requirements to consult leaseholders, but the statutory guidance provides that leaseholders should be kept informed and told that they may make objections to the Secretary of State who will take those objections into account when considering the Council's application for consent to transfer. It is common practice though to consult leaseholders fully about stock transfer and include them in a Test of Opinion.

9.10 The new landlord is required, legally, to comply with the terms of the leases granted when the right to buy was exercised. There is currently a requirement that service charges relating to works facilitated by the transfer are capped at £15,000 in any five year period following transfer.

Tenancy rights

9.11 Secure tenancies are converted into assured tenancies (under the Housing Act 1988) as an automatic consequence of transfer. Tenants are given similar tenancy rights to those enjoyed by secure and introductory tenants.

Right to Buy

- 9.12 The Right to Buy is preserved by statute when stock transfer takes place. There are minor differences between the Right to Buy regime which applies to secure and introductory tenants and the Preserved Right to Buy which applies to transferring tenants.

TUPE (and pensions)

- 9.13 In the event of stock transfer, relevant Council staff will transfer to the new landlord under the Transfer of Undertakings (Protection of Employment) Regulations (TUPE).
- 9.14 The new landlord can be expected to be admitted to the Local Government Pension Scheme (LGPS) with the effect that transferring staff will continue to be members of the LGPS.

Registration of the new landlord

- 9.15 The new landlord must be registered with the HCA as a private registered provider. The new landlord must satisfy the HCA's Regulatory Framework requirements and its criteria for Registration as a Provider of Social Housing. The Manual and the Registration criteria focus in particular on independence of the new landlord and limits the constitutional involvement of the Council in the new landlord.
- 9.16 The new landlord can adopt the CGA form of constitution or a variant thereof. The CGA model is designed to involve and empower tenants, including arrangements for the devolution of at least management (if not ownership).
- 9.17 CGA principles may be embodied in either a company limited by guarantee or Community Benefit Society form of constitution. The transfer agreement between the Council and the new landlord can provide for the Council's entitlement to any places on the board. The HCA will expect those places to be no more than one third of the total.
- 9.18 Implications completed by: Tazafar Asghar, Barrister - Senior Lawyer (Housing & Litigation), 020 8753 2724.
- 9.19 It is noted that the proposed extensions are permitted within the terms of the five aforementioned contracts. In relation to any new procurement exercise, the Council should conduct this in accordance with the Public Contracts Regulations 2015 and the Council's Contract Standing Orders.
- 9.20 Implications completed by: Kar-Yee Chan, Solicitor (Contracts), Shared Legal Services, 020 8753 2772.

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. The report recommends, in the light of the Strategic Housing Stock Options Appraisal and the report of the Residents' Commission, that the Council should pursue the transfer of the Council's housing stock to a resident-led Registered Provider which is constituted on the Community Gateway model. The report also asks Members to note that any stock transfer would be subject to consultation and a ballot of residents, the availability of funding and the negotiation of a satisfactory financial settlement, including on the overhanging debt, the consent of the Secretary of State, and a further decision by the Council itself to proceed.
- 10.2. The report asks for an additional budget of £372,000 from the General Fund and £80,000 from the Housing Revenue Account to 31st March 2016

- after carrying forward the predicted £245,000 Residents' Commission underspend for the pursuit of a Large Scale Voluntary Transfer.
- 10.3. At this point progress will be reviewed and formally reported to the Cabinet Member for Housing. The report then asks for authority to be delegated to the Cabinet Member for Housing to release a further £778,000 from the General Fund and £125,000 from the Housing Revenue Account to progress beyond the business case to finalise and seek DCLG/HCA consent to a detailed Offer during financial year 2016/17.
 - 10.4. If there are significant delays in decision-making within DCLG, it is possible that up to an additional £500,000 may be required, the report delegates the release of this to the Cabinet Member for Housing.
 - 10.5. The £372,000 of additional funding required from the General Fund for the next phase of progressing the stock transfer will be funded from the Corporate Demands and Pressures reserve and the predicted £245,000 budget underspend from the Residents' Commission on Council Housing will be carried forward. The balance of the Corporate Demands and Pressures reserve was £10.8m at the start of 2015/16. The funding for the next phase from the HRA of £80,000 will come from under spends in the 2015/16 HRA budgets. Should the Cabinet Member for Housing review in March agree the release of the additional £778,000 from the General Fund and £125,000 from the Housing Revenue Account to progress beyond the business case to finalise and seek DCLG/HCA consent to a detailed Offer during financial year 2016/17 this will be funded from the same budgets.
 - 10.6. While some contingency amounts are included in the above budgets, with an undertaking of this size there is a significant risk that delay, especially that caused by factors outside of the Council's control, may result in additional costs being incurred at each stage. This risk diminishes as each stage of the programme is achieved, so for example the risk of stock transfer not being achieved is much lower after a positive ballot than before, the principal post ballot risk being that funding for the new organisation cannot be raised on the markets. This will require careful control of expenditure.
 - 10.7. The risk of a stock transfer not being achieved is high at this point for a number of reasons:
 - a) At the time of writing it is not clear if there is a budget for stock transfer in the Government's Comprehensive Spending Review due to be issued in late November or in any subsequent decision following the CSR. Stock transfers are in line with Government policy, however, so it would present a significant departure from current Government policy for there to be no further transfers;
 - b) Aside from the need for a budget, as with any proposed transfer there is a risk DCLG and HM Treasury may not accept that the benefits arising as a result of stock transfer in LBHF are sufficient to outweigh the cost to the public purse of writing off the overhanging debt and associated early repayment premia and consent to proceed to ballot may not be received;
 - 10.8. To manage these risks, spending will be staggered as set out in paragraphs 2.15 to 2.17 and constantly reviewed in light of Government policy and decisions.

- 10.9 As well as one-off costs the potential stock transfer also has on-going revenue implications for the council. These mainly arise from HRA contributions towards central support costs. Approximately £6.5m is currently charged to the HRA for services such as insurance, accommodation, ICT and human resources. Whilst some of these costs would transfer directly to the new organisation or continue to be provided for the new organisation in return for payment, it may be that other central costs will need to be reduced to reflect lower demand. All other contracts have been assumed to novate directly to the new landlord in the event of transfer however this will be confirmed in the detailed corporate impact assessment in the New Year.
- 10.10 It may be several years before the impact of the transfer on support services is fully realised. Nevertheless this potential impact is significant. It will need to be taken account of within the Council's future financial plans and the future design of back office functions such as IT.

The current HRA business plan and what transfer may be able to deliver

- 10.11 The Financial Appraisal Report from Capita at Annex D sets this out in detail. In summary:
- a) Without the Government's enforced 1% reduction in rents every year for the next four years a 40 year business plan which both balanced expenditure and income and delivered the needed investment in existing Council Homes could have been agreed. However this business plan would have required borrowing up to the debt cap of £254.617m, so there would for the next 10 years at least, be no capacity to borrow to develop new homes. The current plan is closer to the cap than the 2014/15 plan as a result of two factors:
 - i. Edith Summerskill House is now assumed to be developed 100% as social housing. This has resulted in the removal of a £12m capital receipt from the business plan.
 - ii. The first realisable capital receipt under the Conditional Land Sale Agreement for the West Kensington and Gibbs Green Estates has reduced from £18m to £4m as it is now believed that any initial phase would be smaller than previously predicted.
 - b) Even without the Government's 1% rent reduction the current HRA business plan is very sensitive to fluctuations in the income and costs associated with the Land Sale Agreement for the West Kensington and Gibbs Green Estates. Previously the business plan had sufficient headroom to be able to accommodate this but recent movements in both this project and Edith Summerskill House mean that this headroom has been utilised.
 - c) The imposition of the Government's 1% rent cut results in the average rent per property being over £17 less per week by 2019/20 than that assumed previously. This removes over £24m from the business plan in just the first 4 years. The rent reduction means that the Council will be unable to carry out the planned

- repairs required to keep the homes in a decent lettable condition and there is a significant risk that homes will fall into disrepair.
- d) Selling properties to cover this gap is no longer practical as the Government is proposing to legislate to force councils to pay over capital sums that are calculated based on the assumption that high value empty Council homes are sold. In practice funding this will force the Council to sell some empty homes and result in a diminishing stock of social housing, which is likely to decrease the homes available for people who are homeless and increase costs in the General Fund. This forced sale means that there is unlikely to be capacity to make additional sales to fund the gap in the business plan. The sale of potential development sites for new homes is not normally practicable as the majority of these are embedded within existing estates. However Officers will continue to actively seek out other options to raise capital funding to close the gap including reviewing existing contracts.
 - e) The stock transfer organisation business plan for the new potential organisation shows that with a 75% VAT shelter in place a viable business plan can be produced that enables all the required investment in existing homes to be undertaken. We understand from our advisors that under current market conditions it is likely that funding for the new organisation could be raised.
 - f) However stock transfer would require Government to write off circa £208m of housing debt and the associated early repayment premia currently estimated at £72m to enable the transfer. This would be reliant on LBHF being able to demonstrate benefits arising as a result of transfer to the value of at least this amount and on there being a stock transfer programme of sufficient scale included in the comprehensive spending review.
 - g) The new organisation would be able to build new homes by raising additional funding facilities as its borrowing ability would be constrained by the markets and not by the HRA debt cap. If stock is retained within the Council the ability to build new homes would be severely limited by the HRA debt cap.
 - h) The Council is prevented as a result of the Conditional Land Sale Agreement from transferring the West Kensington and Gibbs Green Estates to any new Community based organisation but would be able to transfer the replacement homes received at a later date. This means that the Council will continue to run a HRA. This will mean that HRA reserves would not be available to the General Fund.
 - i) As set out above, if a stock transfer occurs, services provided by the council to the HRA will need to be reshaped if the new Landlord does not continue to procure them, otherwise there could be a loss to the general fund arising from a reduction of economies of scale in the back office.
 - j) It is important to note that the numbers will continue to move as the Council works through the process.

VAT Implications

- 10.12 In the event of an HRA stock transfer a significant amount of the Council's 'VATable' expenditure would also transfer. This would see a reduction in the Council's input tax (i.e. the VAT incurred on VATable expenditure). While this may sound like a benefit, in practice, because the Council is able to reclaim its VAT, there is no direct benefit to the Council from reducing its input tax. There is however likely to be an adverse impact on the Council's Partial Exemption position. This is because the level of Input Tax determines the "Partial Exemption threshold".
- 10.13 Special provisions exist for Local Authorities to be able to reclaim VAT incurred on VAT-exempt activities, providing this does not exceed 5% of the overall level of input tax. This calculation forms the Partial Exemption threshold. If this threshold is breached all VAT incurred on exempt supplies becomes payable (i.e. both that incurred below and above the threshold). A breach would cost the Council at least £2m, so the Council monitors its position very closely to prevent this occurring.
- 10.14 Currently the HRA incurs between £80-90m of expenditure (both capital and revenue), annually, which is subject to input tax. This equates to about £16m of input tax each year which, in-turn, represents approximately a third of the Council's overall input tax for an average year. On this basis, in the HRA were to transfer, the Partial Exemption threshold would be reduced by a third. This would likely require strict tax management moving forwards (opting to tax all relevant capital projects for example) and may affect some exempt activities.
- 10.15 Implications completed by: Kathleen Corbett, Lead Director for Housing & Director of Finance & Resources, 020 8753 4023.

11 RISK MANAGEMENT

- 11.1 Now that the Strategic Housing Stock Options Appraisal has been completed and a recommendation made for the future of housing; the Council will now be embarking upon a large scale programme that will need to be referenced as a scheme in the Corporate Shared Services Risk Register. Any large scale programme should be referenced in that register in order that both Business Board and Councillors are able to determine the level of risk at any time as the programme develops. A well-defined approach to risk management must be developed and maintained throughout. Governance rules for risk management should be established early on to enable easy identification and escalation of significant risks for decision and early mitigation. The Housing Service remains responsible for the identification, management and reporting of risks for their service area. A risk management system operates in the service that reviews risks periodically at management team level, a programme of this nature should be included in that reporting system and inform services or departments where emerging programme risks may impact on their areas.
- 11.2 There are number of risks inherent in the next stage of an application for stock transfer, which include:
- a) The council's proposal to transfer the housing stock is rejected by the Government on the basis of value for money.
 - b) The council's proposal to transfer the housing stock is rejected by tenants at a ballot.

- c) The council continues to face a deficit in its capital resources and is unable to invest substantially in homes, neighbourhoods and services in the long term. The effect of under investment becomes more prolonged and the council is unable to achieve its ambitions for improving the communities in Hammersmith & Fulham.
- 11.3 The council can undertake a series of actions to mitigate against these risk and reduce their likelihood. These actions include:
 - a) Observe the guidelines set out in the recent Housing Transfer Manual⁴ and continue to work with the DCLG and the GLA when submitting an application for stock transfer.
 - b) Ensure a gateway review for progress is conducted in March 2016 with delegated decision to the Offer with the Cabinet Member for Housing following the development of the business case and detailed corporate impact assessment.
 - c) Provide a gateway for approving further funds for the consultation and ballot by Cabinet at the point of seeking approval to consult on the Offer.
 - d) Revise the already developed comprehensive communications and consultation strategy for pursuing stock transfer to explain the role of the council; the transfer option; offers and implications for all stakeholders.
- 11.4 The Council's Strategic Risk Register will in future require modification to note the scheme however the report proposals are to seek approval to develop a business case and establish the structures necessary for a transition.
- 11.5 The identification and management of risk will be critical to the success of the programme. A structured and auditable process for the benefit of the London Borough of Hammersmith & Fulham and all others involved with the programme which is dedicated to identifying, appreciating, controlling and mitigating risks concerned with the development of the transfer business case and the successful implementation.
- 11.6 The risk management process will be carried over from the SHSOA stage and maintained in conjunction with the Shared Services Risk Manager to be proactive and can make significant contributions to the manner in which the programme is managed and delivered.
- 11.7 Risk management is a practical aid to the programme team. It cannot, and is not intended to, supplant intuitive programme management. It adds structure to the team's appreciation of risks, provides assurance, which all parties can understand and agree to. It enables decisions to be validated.
- 11.8 Risk management will continue to be applied by the Programme Team in conjunction with the Shared Services Risk Manager to the full process of implementation at all stages of the programme. It has the greatest potential to mitigate risks when deployed early as in the case of the SHSOA, well in advance of the circumstances, which might give rise to risks. Assessment of risk takes into account contractual, commercial,

⁴ Housing transfer manual: period to 31 March 2016, DCLG, 14 July 2014

safety, environmental and quality issues. The specific assessment and management of safety risks is dealt with separately in this report.

- 11.9 It is recognised within the risks that are encountered at three overlapping levels:
- a) Strategic level;
 - b) Change; including programme (or objective) level; and
 - c) Business as usual.
- 11.10 Financial analysis and the outcomes of the consultation will identify and underline some clear risks for the Council when moving into the next phase of its Strategic Housing Stock Options Programme.
- 11.11 The Council will undertake a series of actions to identify risks, plan and allocate measures to mitigate against these risks and reduce their likelihood. These measures include:
- a) The comprehensive communications and consultation strategy should be projected over a two-year timeframe and its central aim should be the achievement of a ballot result based on full information.
 - b) Work with stakeholders to complete a transparent review of the costs associated with a variety of self-financing arrangements. The investigation should also consider the programme objectives of the SHSOA; local service delivery; and efficiency savings and a whole stock solution.
 - c) Further develop robust governance arrangements for assurance purposes and risk reporting that will include consideration for Information Management, Technological, Continuity of Service, Counter Fraud, Human Resource, Customer/Citizen, Finance and Legal risks throughout as is consistent with the Council's Risk Management Strategy.
- 11.12 Any significant change in the delivery methodology of the Council's services will be subject to careful and detailed management to avoid or minimise adverse implications for the Council's General Fund.
- 11.13 Risks associated with pursuing stock transfer remain the responsibility of the Housing Service who hold their own risk registers and are monitored periodically.
- 11.14 Implications completed by: Michael Sloniowski, Shared Services Risk Manager, Finance and Corporate Services, 020 8753 2587.

12 IMPLICATIONS FOR BUSINESS

- 12.1 The local economy will benefit from the recommendations of this report. One of the principal reasons for recommending a transfer is that, free of the encumbrance of the HRA debt cap, a new landlord could invest more in new and existing homes than would be the case if the Council retained the housing stock. This would mean more opportunities for creating and sustaining jobs and skills for local people and reviving the local economy through ensuring that refurbishment and building contracts include clauses which support local labour in construction; 'white collar' job opportunities; and apprenticeships delivered by the new resident-led landlord in partnership with educational institutions and local businesses.

- 12.2 Housing organisations can play an important role in sustaining local economies and the transfer option offers increased opportunity for community led regeneration and new build where the construction of new homes would offer more immediate job opportunities in the borough.
- 12.3 The new landlord would have the opportunity to use its greater flexibilities and freedoms to introduce innovation and expertise into its operations and onto its Board which would make greater use of its assets and benefit the local economy. For example, the Council also owns a significant portfolio of retail units in the Housing Revenue Account that are largely located on ground floor areas of estate blocks. More focussed work by a locally based housing organisation could generate better and more creative uses for these assets to the benefit of local businesses and the local economy.

13 PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 13.1 Officers from the Corporate Procurement Team has been involved throughout this programme.
- 13.2 Specialist consultancy advice in respect of valuation, surveying, communications, financial and legal advisers and an independent tenants' and leaseholders' adviser were procured in compliance with both the Public Contracts Regulations and the Council's Contract Standing Orders to support the formulation of potential options for the SHSOA and provisions were included within the contracts for extensions should further stages of the programme be approved.
- 13.3 The Interim Heads of Procurement accordingly concur with the recommendations of the report.
- 13.4 Implications completed by: Robert Hillman, Procurement Consultant, Corporate Services Procurement Team, 020 8753 1538.

LOCAL GOVERNMENT ACT 2000

LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	None	Charles Hyde x6688	Housing Service, 3 rd Floor, Town Hall Extension

Annexes

Annex A	Residents' Commission report
Annex B	2015 Stock Housing Stock Options Appraisal report
Annex C	Savills Stock Condition Survey report
Annex D	Capita Financial Appraisal report
	Appendix A Financial Appraisal Options Diagram
	Appendix B Financial Appraisal Summary of Options
	Appendix C(i) Financial Appraisal R1 HRA Business Plan
	Appendix C(ii) Financial Appraisal R2 HRA Business Plan
	Appendix D(i) Financial Appraisal T4 Valuation Cashflows
	Appendix D(ii) Financial Appraisal T4 Net Present Value Cashflows
	Appendix D(iii) Financial Appraisal T4 Business Plan Cashflows
	Appendix E Financial Appraisal T4 Results of Stress Testing
Annex E	TPAS Independent Tenants' & Leaseholders' Adviser report
Annex F	Resident Involvement team's report on estate engagement
Annex G	Commission's Blueprint for the future housing organisation
Annex H	Personal Statement from Resident Commissioners
Annex I	Results of the Commission's independent telephone survey
Annex J	Equalities Impact Assessment



H&F RESIDENTS'
COMMISSION ON
COUNCIL HOUSING

REPORT OF THE RESIDENTS' COMMISSION ON COUNCIL HOUSING

FOREWORD

BY THE RIGHT HONOURABLE
KEITH HILL



“...staying the same is no longer an option.”

When it set up the Residents' Commission in December 2014, the Cabinet gave us three main tasks: to consider the options for empowering residents to take local control over their homes; to find the best way of maximising investment in existing council homes; and to see how new homes could be built. Because of what we learnt from our many discussions with residents and staff, we decided to take on a fourth task which was to draw up a new model of management to deliver better housing services in the borough.

The reason for setting up the Commission was to implement the present administration's election pledge to "work with council housing residents to give them ownership of the land their homes are on".

The original question, therefore, for the Commission was whether this aim could be achieved through the Council retaining the ownership of the housing stock or through a transfer of ownership to a housing association.

However, recent changes in central Government policy towards social housing have fundamentally altered local government housing finance. Providing the services residents expect is no longer possible without radical change. In other words, staying the same is no longer an option.

Our first task was to consider how to give residents the final say in deciding the future of their homes and estates. We looked carefully at ways in which residents' rights might be strengthened with the Council remaining the landlord. But, with the best will in the world, the law makes it clear that no existing council can limit the actions of a future council. The only guarantee for residents is if they themselves own the land and the only way they can do that is by forming a resident-led housing association.



We recommend, therefore, a stock transfer to create a stand-alone Hammersmith & Fulham housing association along the lines of the community gateway housing associations we saw working well in Lewisham and Watford. In the community gateway model a residents' body which all residents may join makes the final decisions.

Our second task was to consider how investment might be maximised for modernisation and repairs. The main source of investment for council housing is revenue from rents and service charges. At the same time, all housing bodies borrow to invest and pay off their borrowings over time out of their rental and service charge income.

With council borrowing subject to central Government limits, a traditional advantage of stock transfer has been the greater freedom of housing associations to borrow from financial institutions. But, as a result of central Government policy changes, Hammersmith & Fulham now faces a huge hole in its housing finances.

The one per cent rent reduction leads to a gap of some £70 million in the Borough's housing budget over the next ten years. The Council is not allowed to borrow that sum. Only a housing association could do so.

The case for stock transfer in order to be able to provide new windows, doors, bathrooms and kitchens is compelling.

The same argument applies to the building of new homes, the third task which was set for the

Residents' Commission. Everybody knows there is a housing crisis in London. Many residents told us of their worries about homes for the younger generation. In any case, central Government consent for a stock transfer will depend in part on the offer of new homes.

“ **...a better way of working for housing services in the borough.** ”

We believe there is scope for new build on land owned by Hammersmith & Fulham Council and our residents survey showed that many residents are open to development. The point is to work with residents and not against them. And only a housing association will be able to borrow to build the new homes so urgently needed.

Our fourth task led us to recommend an organisational model, a Blueprint, for a better way of working for housing services in the borough – more customer-focused and resident-led, with greater sensitivity to the distinctiveness of different estates and neighbourhoods and their differing needs. We describe the core principles of this new organisation in the present report. We shall publish the detailed Blueprint as a supplementary report.

Our detailed recommendations and the reasons for them are set out in the pages that follow. The report describes the journey of discovery



the Commission embarked on in early 2015. We have visited many outside housing bodies to learn best practice from them. We have reviewed a mountain of documents, amongst them the stock condition survey report, the stock options appraisal report, the financial appraisal report and report on the residents' survey.

These reports will be of lasting value to the Borough and are immensely timely in a period of great change in social housing policy. Because of the Commission and the research associated with it, Hammersmith & Fulham are probably ahead of the game in responding to change.

This has been a unique exercise. The Strategic Housing Stock Options Appraisal, of which the Commission has had 'strategic oversight', is a perfectly conventional procedure but is normally carried out by experts and officers behind closed doors.

In Hammersmith & Fulham, the Residents' Commission has carried out its work in the full light of day. We have held public hearings and meetings in all parts of the borough. We have carried out innumerable estate visits and meetings with tenants' and residents' associations. We have distributed monthly newsletters to the homes of all tenants and leaseholders throughout the borough. Our website has received 19,000 hits.



We wanted to demonstrate from the word go that this was an honest and transparent endeavour and that we as a Commission were genuinely open-minded and open to all representations.

It has been an extraordinary journey and in the best possible company. We have been superbly supported by our programme team, led by Charles Hyde.

The Commission has worked tremendously well together and we are enormously grateful for the expert advice of our independent members and our independent adviser, Tom Hopkins.

But the greatest tribute must go to our resident members – tenants and leaseholders from the Borough – all volunteers, and who have devoted a vast amount of their lives to the Commission during this year. In my view, all the residents of Hammersmith & Fulham owe them a huge debt of gratitude. And such nice people – and such a nice borough! It has been a privilege to serve.

Keith Jones

REPORT OF THE RESIDENTS' COMMISSION ON COUNCIL HOUSING



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London Borough of Hammersmith & Fulham Map

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1

INTRODUCTION



“ How can residents themselves take greater control over what happens to their homes and over decisions about management, investment and the future of their neighbourhoods? ”

Early in 2015 the Council gave us the task of overseeing a process of inquiry into the options for the future of council housing in Hammersmith & Fulham – a Strategic Housing Stock Options Appraisal.

The Options Appraisal, covered in a separate technical report, was to be a study of the ownership, management and financial options for running the Council's housing, currently home to around 12,000 tenants and around 4,800 leaseholders and freeholders.

Put simply, the study would involve looking at how much money is needed to keep existing council homes in good condition for the next 40 years and where that money could come from. Alongside this was the question of whether it would be in the best interests of the Council and the residents for the homes to remain in council ownership or be transferred into the ownership of a new organisation.

Our 'strategic oversight' role has first of all required us to make sure this study was carried out properly so that we could report to the Council and to residents that its conclusions were valid and had integrity.

But looking at options for the future of council housing in the Borough has raised questions beyond bricks and mortar, finance and legal ownership, such as:

- **What kind of organisation is best suited to run the homes and estates and raise the money to invest in them? What wider role could it play in the Borough?**

- **What should the role of a social housing provider be in a Borough with some of the highest property prices in Europe?**
- **What services, and standards of service, do tenants and leaseholders need and want from their landlord?**
- **What about the need to renew estates and provide new homes to meet future housing needs?**
- **How can residents themselves take greater control over what happens to their homes and over decisions about management, investment and the future of their neighbourhoods?**

We have looked for answers to these questions in the course of our work, aiming to open up a debate that we hope will continue in the wake of the publication of our report.

Meanwhile during the last six months a series of tremors has been felt in the social housing sector. The future landscape of housing has been changing even while our work has been in progress. We have had to take this changing landscape into account in our thinking about the best option for the future.

Our sincere gratitude to the many people and organisations who have supported and assisted us in our work is expressed at the end of the report.





“ ...the Council should draw up a timetable setting out a programme of actions to achieve the transfer of ownership to the new organisation at the earliest possible date... ”

Our recommendations are as follows:

Transfer of ownership

That the Council should take the immediate necessary steps to prepare for a large scale voluntary transfer of its stock of council homes* to a new organisation that would be a not-for-profit housing association (i.e. a Private Registered Provider) with a constitution substantially based on the 'community gateway' model.

Programme timetable

That the Council should draw up a timetable setting out a programme of actions to achieve the transfer of ownership to the new organisation at the earliest possible date subject to the outcome of a formal ballot of council tenants.

Resident engagement

That the Council should draw up a programme of engagement with tenants and leaseholders living in council homes* to ensure first, that they receive full and prompt information about the proposed transfer and the programme leading up to it, second, that they have every opportunity to get involved in preparations for the transfer including discussions about the constitution of the new organisation and the 'offer' to residents and third, that they are in a position to make an informed choice if and when asked to vote on the proposal.

** NB this does not include homes on the West Kensington and Gibbs Green estates that are sold to Capital & Counties PLC (Capco).*

Approvals and terms of transfer

That the Council should enter into discussions with the Greater London Authority (GLA), Department of Communities and Local Government (DCLG) and Her Majesty's Treasury (HMT) to establish the terms on which its transfer application might be approved.

Leadership and governance

That the Council should at an early stage make arrangements for the establishment of a 'shadow' Board for the proposed new organisation to ensure that its legal structure of membership and governance, its identity and values, financial viability, business plan, operational model and communications strategy can be given clear direction.

Opportunities for regeneration and new homes

That the Council should carry out a study of opportunities to deliver new homes and community-led regeneration that will provide resources to support the business plan of the new organisation while simultaneously helping to meet the aims of the Council's Housing Strategy and local residents' aspirations.

Housing service transformation

That the Council should initiate a programme of improvement and transformation for housing services guided by the principles developed by the Commission as a 'Blueprint' for a new housing organisation.



3

ABOUT THE RESIDENTS' COMMISSION



“...we wanted to look at the options for council housing in a positive, forward-looking way.”

Background

"The change we need" was the title of the Labour manifesto for the 2014 local council election in Hammersmith & Fulham. Among a range of pledges on housing issues across all tenures the manifesto included two signature commitments on council housing:

- ***"Labour will take immediate measures to protect council homes now and in the future"***
- ***"We will work with council housing residents to give them ownership of the land their homes are on."***

The Residents' Commission on Council Housing is the expression of these two commitments – first, in having as our principal task to look at how to safeguard council homes and estates for the future and second, in being a resident-led body that exemplifies the principle of working with residents.

The idea of a Residents' Commission was first put forward in November 2014 in a resolution of the Economic Regeneration, Housing and the Arts Policy and Accountability Committee:

"The Committee resolved to request the Administration to establish a Residents' Commission on Council Housing to consider the options for empowering residents to take local control over their homes and for maximising investment in existing and new council homes."

At the Cabinet meeting in December 2014 it was resolved to proceed with and produce " ... a Strategic Housing Stock Options Appraisal (SHSOA) for the future financing, ownership and management of the Council's housing stock ..." and to establish a Residents' Commission on Council Housing " ... for strategic oversight of the Stock Options Appraisal ...".

The Cabinet report gave a clear indication that the main options to be considered were retention of the stock by the Council or a transfer of ownership to an existing, or newly created, Registered Provider (housing association).

Along with many other commitments on housing in the manifesto – improving conditions in the private rented sector, increasing the supply of affordable housing, tackling homelessness – the role of the Residents' Commission features prominently in the Council's new Housing Strategy (formally approved in May 2015) under the theme of *"Regenerating Places and Increasing Affordable Housing Supply"*:

HOUSING STRATEGY ACTION 1

The Council has established a Residents' Commission which is considering options for empowering residents to take local control of their homes, maximize investment in existing and new council homes and achieve wider local regeneration. The Commission will make its recommendations to the Council and residents later in 2015.

H&F Council Housing Strategy

Membership

In consultation with residents' representatives, it was determined that the Commission should be made up of six tenants, three leaseholders and four independent members, one of whom would serve as the independent Chair.

In February 2015 the Council appointed the Right Honourable Keith Hill, a former Housing Minister, as the Chair and, in a letter from the Cabinet Member for Housing, invited residents from across the Borough to apply for the nine places on the Commission.

Working with a small panel of residents' representatives, the Chair conducted a selection process that resulted in the nine places being filled by mid-March 2015. Simultaneously three independent professionals were recruited on the basis of their skills and experience. The members of the Commission are listed in Appendix B.

The Commission's work has been ably supported by the Council's Programme Team and by Tom Hopkins of TPAS, the Independent Tenants' and Leaseholders' Adviser. We held our first meeting on 27 March 2015.

Remit

The remit of the Commission had been outlined at a high level in the Cabinet report. But as soon as we came together as Commission members we were keen to agree our aims and values, establish our identity and project a number of key messages about how we intended to carry out our work.

It had been suggested that our primary aim should be defensive – to find a way of safeguarding council housing against the threat of sales to developers for demolition and redevelopment. That threat, already realised in the case of the conditional sale of the West Kensington and Gibbs Green estates, and having cast a shadow over others, was known to have been a key driver for the commitments in the Labour manifesto that led to the Commission.

“ ...an opportunity to work on a vision for the future that would offer lasting benefits both to residents and to the Borough. ”



But as a Commission we felt strongly that we wanted to look at the options for council housing in a positive, forward-looking way. The themes of greater resident involvement and control, and of maximising investment in existing and new homes, represented an opportunity to work on a vision for the future that would offer lasting benefits both to residents and to the Borough.

At the heart of the Options Appraisal was the key question about stock retention versus stock transfer. Our 'strategic oversight' role gave us access to the expert technical advisers who would develop and evaluate the options. Our role as a Residents' Commission was to oversee this work as custodians of the interests of residents, not just those in the communities and estates where our resident members lived, but all residents of council housing in the Borough

THESE WERE OUR KEY MESSAGES:

The Residents' Commission on Council Housing is an independent group of tenants, leaseholders and housing experts that is looking at how to:

- **Safeguard council homes and estates for the future**
- **Give residents greater local control over their homes**
- **Protect tenants' rights and keep rents and service charges at levels residents can afford**
- **Fund improvements to homes and housing services**

The Commission's aim is to identify the best way to enable residents to have greater local control of their housing and maximise investment in existing and future council homes



4

THE COMMISSION'S TASK



“ Much of the stock is old, 65% having been built more than 50 years ago. ”

THE COUNCIL'S HOMES AND RESIDENTS

Homes

The great majority of London boroughs still have a sizeable stock of council housing. Hammersmith & Fulham is part of this majority, owning some 17,102 dwellings, which represent around 21% of the total number of dwellings in the Borough. Just over 12,000 homes are rented to tenants, nearly 4,700 are leased to leaseholders and there are 165 freeholders. There are 22 sheltered housing schemes comprising 972 units in total, none of which are held under a lease.

“...there is scope for further investment and modernisation.”

In 2003, the Council established H&F Homes Ltd, an Arm's Length Management Organisation (ALMO), to get funding and deliver the investment needed to achieve the Decent Homes Standard across the stock. On completion of this programme in 2011 the ALMO was wound up and the stock reverted to Council management.

Much of the stock is old, 65% having been built more than 50 years ago, and despite the significant investment delivered by the ALMO, there is scope for further investment and modernisation. The majority of the stock (83%) is on estates of medium to high rise flats, but there are some 4,000 houses and flats in approximately 2,200 street properties scattered around the Borough. A small proportion of properties are of non-traditional construction.

At the time of writing this report 228 dwellings were classed as voids (i.e. failing to generate rental income). Of these, 84 were being repaired for reletting, five were being used for decants (where a tenant has to move temporarily), 60 were undergoing major works, 65 were due for demolition or disposal (principally Edith Summerskill House) and 14 were 'technical' voids e.g. where properties were in the process of being sold through the Right To Buy.

Annual numbers of Right to Buy applications have risen since discount levels were increased to a maximum of £103,000 in London in 2012. 89 completions are forecast in 2015-16, but this is thought to be the peak of current demand.

240 members of staff (full-time equivalents) are engaged in providing the Council's housing service. This excludes those within the Housing Options service (homelessness and housing advice) and those who are employed by external contractors.



Estates and homes in the north of the Borough (the dividing line runs roughly along the A4) are managed in-house and those in the south under a ten year contract awarded to Pinnacle Housing Ltd in 2013.

Caretaking and most estate services across the whole of the Borough are provided through a separate contract with Pinnacle Housing Ltd, running in parallel with the housing management contract.

Repairs and maintenance services, as well as planned and cyclical programmes, are provided through

“...one of the most striking features of the stock is its dispersal.”

contracts with Mitie Property Services Ltd, a national facilities management company. Repairs and maintenance is a ten year contract to 2023 with an option for a five year extension.



Grounds maintenance services are provided by Quadron Services Ltd under a bi-Borough contract with the Royal Borough of Kensington and Chelsea, which extends until 2020.

Geography

One of the most striking features of the stock is its dispersal (see map on page 75). There are 99 separate estates (including 22 sheltered schemes) of sizes ranging from the White City estate, with almost 1,500 units, to a number of single blocks with fewer than ten units. Only 19 of the 99 estates have more than 150 dwellings. Nearly a quarter of the stock is made up of units in individual street properties, including about 1,000 houses and about 1,200 house conversions.

The Borough is divided into 16 wards in which the concentrations of homes rented from the Council range from 37.4%, in Wormholt and White City to 8.1% in Ravenscourt Park.

According to the Index of Multiple Deprivation, 27% of the Borough's postcode areas are in the 10%-20% most deprived nationally, with most of these in the north of the Borough but also extending into parts of Hammersmith and North Fulham. 4% are in the top 10% most deprived nationally and these correspond with the Borough's largest council housing estates.

Residents

Residents who live in the Council's homes comprise just over 16% of the population of the Borough. Residents of council homes tend to be older than the average for the Borough, with many more over the age of 85 and considerably more over the age of 65 than in other tenures. About a quarter of the total population of

council residents are retired. There is a higher incidence of poor health among council tenants and leaseholders than the rest of the Borough's population.

The majority of council tenants (57%) have lived in their present homes for ten or more years, 20% between five and ten years, 15% between two and five years, 4% between one and two years and 4% less than one year. The average length of tenancies appears to be increasing. For those tenancies that ended in 2014-15 the average length was over 16 years.

Last year (2014-15) there were 631 terminations of tenancy and 453 new lettings. Both of these annual figures have been steadily falling over the last ten years, indicating a continuing reduction in tenancy turnover, despite the recent introduction of the bedroom tax. A policy of fixed term new tenancies has been in effect since 2013 but this is unlikely to have an impact on turnover figures in the short term and is in any case presently under review.

“ ... average income levels among residents of council housing are around 35% below average income levels for all residents of the Borough. ”

Other than English, the main five languages spoken by residents are Arabic, Somali, Spanish, Polish and Portuguese.

The available evidence suggests that average income levels among residents of council housing are around 35% below average income levels for all residents of the Borough.



62% of all households renting council homes in the Borough currently receive housing benefit (HB). 39% of such households receive full HB, 23% receive partial HB.

The Housing Revenue Account

As required by law, the costs of managing and maintaining the Council's homes and the income generated by it in rents and service charges are held in a ring-fenced Housing Revenue Account (HRA).

Before 2012, all councils with a HRA were part of a national subsidy system controlled by central Government. Among other things the system provided a way of ensuring that councils could manage their housing debt (i.e. historic loans taken out to fund the building and refurbishment of their housing stock).

When 'self-financing' replaced this system in 2012, the level of housing debt on Hammersmith & Fulham Council's HRA was cut from £417 million to £217 million. This eased the burden of loan interest repayments on the HRA to compensate for the withdrawal of central Government subsidy. This figure of £217 million has since been reduced (by debt repayments) to £205 million.

However the Council was also set a 'debt cap' of £254 million, meaning that it was not allowed to borrow above this figure to meet future shortfalls or fund additional capital spending on housing.

These new arrangements gave the Council a new freedom to manage its housing finances, with a degree of flexibility over rent-setting.

In January 2015 the Council's Cabinet approved a 40 year HRA business plan that had been drawn up following consultation with residents' representatives. The plan allowed for rents to be increased at a lower rate than in previous years while still enabling planned investment to go ahead.

Governance and Resident Involvement

In addition to its landlord responsibilities the Council is the strategic housing authority in the Borough. This means that the Council has the responsibility – through its Housing Strategy – for ensuring that there is provision to meet housing needs in Hammersmith & Fulham.

The strategic function and the landlord function are both directly under the governance of the Council, with lead responsibility being taken by the Cabinet Member for Housing. Scrutiny is carried out by the Economic Regeneration, Housing and the Arts Policy and Accountability Committee.

There is at present no direct or formal link between the structures for resident involvement in the landlord function and the Council's decision-making apparatus.

“ ... a new resident involvement structure. ”

Prior to the May 2014 local election resident involvement mainly took the form of quarterly Area Forums. Approximately 30 estates had their own Tenants' and Residents' Associations (TRAs), run by local residents.

By October 2014 the Area Forums had been replaced by a monthly TRA Forum, and the following month the Council, in consultation with the TRA Forum, agreed to develop a new resident involvement structure. A



“ Following the programme of estate engagement events in the summer of 2015 the number of active TRAs has risen to 39. ”

new Resident Involvement team has been recruited to support the new structure. The TRA Forum has recently been superseded by the Housing Representatives Forum.

March 2015 saw a borough-wide conference of the Council's tenants, organised by a working group of tenants, and this was followed in May 2015 by a conference of leaseholders.

As well as hearing keynote speeches on the Residents' Commission, each of the conferences covered a range of agenda items set by residents themselves.

Following the programme of estate engagement events in the summer of 2015 the number of active TRAs has risen to 39.

Regeneration

The Council's draft Local Plan has identified five major regeneration areas in the Borough with the potential to deliver significant numbers of new homes and new jobs over the next 20 years.

Apart from the Fulham Regeneration Area, where the Earls Court Masterplan includes the redevelopment of the West Kensington and Gibbs Green estates, there are no regeneration projects currently affecting council homes, either within or outside the regeneration areas in the draft Local Plan.

Under the Council's Direct Housing Development programme it is estimated that there is capacity to build some 208 new homes on 20 council-owned sites. The first phase, for which detailed planning consents have been obtained, will see 31 new homes for social rent being built on four sites. The second phase would see 42 new affordable homes being built on two other sites subject to the necessary planning consents.

West Kensington and Gibbs Green

The two estates were sold to EC Properties LP, a wholly owned undertaking of Capital and Counties Properties PLC (Capco) under a Conditional Land Sale Agreement (CLSA) dated 23 January 2013. The option under the CLSA was triggered on 14 November 2013. The agreement details the phased disposal of land from the Council to Capco including Council-owned properties on the West Kensington and Gibbs Green estates. The CLSA requires the developer to provide the Council with 760 replacement units plus a capital receipt for each phase of the disposal programme.

This scheme is part of the Earls Court Masterplan – one of the larger and arguably one of the more high profile regeneration projects in London.

For the purposes of the Options Appraisal, the CLSA means that the West Kensington and Gibbs Green estates could not be included in a whole stock transfer proposal.



However, the properties on the estates (including replacement homes provided under the CLSA) would have to remain in a residual HRA even if the rest of the Council's stock were to be transferred to a new organisation. As will be seen, this has an important impact on the financial aspect of the Options Appraisal.

On 11 August 2015 West Kensington and Gibbs Green Community Homes, one of a number of residents' organisations on the estates, served a Right to Transfer proposal notice on the Council under section 34A of the Housing Act 1985.

“ Hammersmith & Fulham is reported to have a house-price multiple more than 20 times of local incomes. ”



CONTEXT

London's housing market

Land values and house prices in London are rarely out of the national press. The numbers are eye-catching, from the rates of increase in house prices (currently over 10% per annum) to the widening gap between average house prices and average incomes. Hammersmith & Fulham is reported to have a house-price multiple more than 20 times of local incomes.

Alongside reports on the inexorable upward trend in prices sit reports on housing shortages, with London's continuing growth said to require a new supply of 50,000 homes a year.

As one of the boroughs where land values and house prices are among the highest in the capital, Hammersmith & Fulham is subject to a unique set of housing pressures, not least a pressure to exploit rising values through development.

Many commentators point to the simple economic fact that even those on above average incomes are being priced out of the Borough and that opportunities for social mobility that at one time offered a route into home ownership have effectively disappeared.

The fact that the bar for entry into home ownership is set as high as anywhere in the country means that there is pressure on other tenures to provide for the needs of those residents of the Borough excluded from home ownership.

Representing over 20% of the Borough's total housing stock, the Council's homes are therefore a key resource in meeting local housing need and ensuring that people on lower incomes can continue to live in the Borough.

“The Council's homes are therefore a key resource in meeting local housing need and ensuring that people on lower incomes can continue to live in the Borough.”

Housing strategy and housing need

The Council's Housing Strategy outlines a vision of “... more and better, well-managed affordable housing in mixed income, mixed tenure successful places.”

The Strategy sets out three themes to frame the Council's plan for delivering change:

- **Regenerating places and increasing affordable housing supply**
- **Meeting housing need and aspiration**
- **Excellent housing services for all**

Each of these themes has provided points of reference for the Commission's work.

Under the first theme it is recognised that as the major landowner in the Borough the Council's own assets are a key resource to help meet regeneration objectives, but also that local residents have to be involved in how this is done. This is of course part of the rationale for the Residents' Commission.

The second theme includes a review of the Council's allocations scheme and tenancy strategy and a commitment to look at new options for meeting the housing needs of older people, disabled people and those with learning difficulties.

The third theme, in addition to plans for improvements to the private rented



sector, proposes greater involvement of residents of council housing in management decisions.

Social housing policy

Large scale voluntary transfer (LSVT) has been a tried and tested route for councils to meet the investment needs of their housing stock for the last 25 years.

Although only one of a number of options, it has been chosen by more than 200 councils during that period. Not the least of its attractions has been the readiness of central Government to write off any HRA debt outstanding after an agreed valuation of the stock in order to facilitate the transfer.

The reforms of the HRA subsidy system in 2012 were designed to ensure that all councils who still had a HRA were in a position to meet their debt repayments and new guidance was accordingly issued for housing transfers under the new regime.

While the Commission was being formed during March 2015, the three

“...a major change of outlook for social housing.”

large-scale voluntary transfers in the 2014-15 programme – Durham, Gloucester and Salford – were in the process of being finalised following positive tenant ballots. Each of these benefited from an element of debt write-off, but it had to be demonstrated in each case that the benefits of transfer had a monetary value in excess of the cost of the debt write-off.

LSVT is regulated and administered under a central Government programme, and until the Comprehensive Spending Review (CSR) is published in November 2015 there is no certainty that there will be a budget to fund debt write-offs beyond March 2016 when the current Housing Transfer Manual expires.

Less than six weeks after the Commission's first meeting an outright Conservative victory in the General Election signalled a major change of outlook for social housing.

First, it was announced that the Right to Buy was to be extended to housing association tenants, the funding for this to be raised by requiring local authorities to sell their highest value properties as they became vacant; then in his summer budget the Chancellor of the Exchequer introduced a package of welfare reforms that included an annual 1% reduction in social housing rents for four years from 2016.

Other measures included new restrictions on welfare benefit entitlements and a requirement for 'higher earners' living in social housing to start paying higher levels of rent.

The draft Housing and Planning Bill published on 13 October 2015 introduces a number of new legislative



measures for social housing that include giving the Secretary of State and the Greater London Authority powers to give grants to housing associations to enable them to offer discounts to their tenants under a voluntary Right to Buy scheme.

Other measures in the Bill include a requirement for councils to sell their high value vacant properties and pay the proceeds to central Government. In addition tenants in social housing who are on high incomes are to be required to pay higher rents, the extra income to councils again having to be paid to central Government, although housing associations are to be allowed to keep these amounts.

These policy changes have caused much soul-searching and debate in the social housing sector in the lead-up to the Bill's publication. There is a general sense that the present Government wishes to see housing associations, in particular, become more business-like in their outlook and focus on helping people into home ownership, with social housing being reserved increasingly for vulnerable residents and those with special needs.

KEY POLICY CHANGES THAT HAVE OCCURRED DURING THE RESIDENTS' COMMISSION'S PROGRAMME

May

General Election - outright Conservative majority enables full programme of reforms.

July

Summer budget announcement of annual 1% rent reduction for social housing tenants in each of the next four years.

Publication of the Welfare Reform and Work Bill reducing overall benefit cap in London to £23,000 per annum, ending automatic entitlement to Housing Benefit for 18-21 year olds and freezing working age benefits, tax credits and Local Housing Allowances for the next four years.

October

Publication of the Housing and Planning Bill introducing starter home requirement for planning consents, discounts for housing associations to enable them to offer their tenants the Right to Buy, a requirement for local authorities to sell high value void properties and pay proceeds to central Government and a requirement for social housing tenants on 'high incomes' to pay 'mandatory rents' (i.e. up to market levels).

KEY ISSUES FOR THE COMMISSION

Having established our remit, our understanding of the scope and method of the Options Appraisal and our approach to our task, we were clear that there were a number of key over-riding issues.

Ownership, governance and resident involvement

We had been asked to look at how to '*... give residents ownership of the land their homes are on ...*' and how to '*... [empower] residents to take local control over their homes.*'

These questions directed us to look for a way to safeguard residents' homes, placing decisions about the future of their homes under residents' control – in what sense could residents 'own' the land their homes are on? What mechanisms would enable residents to take 'local control' over their homes?

Critically, in the context of an Options Appraisal that would require the Council to choose between retaining and transferring its ownership of council homes, which of these options could meaningfully offer residents ownership and control?

Investment, regeneration and new homes

We had been asked to look at options for '*... maximising investment in existing and new council homes.*'

Every Options Appraisal requires a stock condition survey to assess what it will cost to bring the condition of the stock up to the Decent Homes Standard and maintain it at that standard by means of a 30-year (or longer) business plan.

The Decent Homes Standard is sometimes referred to as a 'minimum

“ This led us to consider how regeneration could play a positive role in shaping the future of the Council's homes, and what opportunities the different options might create to deliver new homes. ”

lettable standard'. Many housing organisations aim higher than this, setting their own standards. In any event what may be an acceptable standard in the early years of a business plan may be superseded over time as changes in lifestyle, changing energy standards and new technology drive aspirations to higher levels.

We needed to consider if higher standards could be achieved and how to secure the required levels of investment to deliver this. But higher standards also mean higher expectations, a better quality living environment and better life chances. This led us to consider how regeneration could play a positive role in shaping the future of the Council's homes, and what opportunities the different options might create to deliver new homes.

Funding

Once the stock condition survey has professionally assessed the investment requirement, the financial appraisal models, using the different financial conventions governing retention and transfer business plans, have to show how this investment might be funded over the business plan period, and what scope each option might provide to fund regeneration and new build opportunities.

“ Whichever model of ownership was preferred, there had to be a commitment to service transformation. ”

The financial appraisal inevitably draws on custom, practice and previous experience. It was clear at an early stage however that our circumstances were unprecedented – the policy climate was unpredictable, previous guidance and assumptions could no longer be taken for granted, the future held unknown and unquantifiable risks.

Quality of service and organisational culture

Our remit included looking at how to fund improvements not only to homes but also to housing services.

The agenda of working with residents, putting their needs and interests at the heart of decisions about housing, led us to consider what changes might be needed to the design and delivery of housing services, and whether these changes could be more readily introduced under different options.

We came to see this question in terms of leadership and organisational

culture, resident involvement in service design and service improvement, the principle of knowing your customers and the use of digital intelligence. Whichever model of ownership was preferred, there had to be a commitment to service transformation.

Retention versus Transfer

Without a doubt the most fundamental issue was the choice between retention and transfer. Every other issue had to be seen in terms of the differences between these two possible futures.

We knew from the outset that for things to stay the same was not an option.

But if the Council retained ownership of the stock, it was clear that there would be limits on residents' influence over decisions and there were already concerns that residents' homes could miss out on the investment they need because of the financial restrictions on the Council.

On the other hand the alternative of a stock transfer could not be a foregone conclusion. For it to happen the approval of three bodies would be needed: the Council (who would have to make the case for it); central Government (who would have to be convinced of the benefits of it); and the tenants (who would have to vote for it).



5

EVIDENCE
GATHERING AND
ENGAGEMENT



“ The Commission gathered evidence in several ways ... ”

The Commission gathered evidence in several ways: we made a number of study visits to other housing organisations; we held a series of public hearings across our own Borough; we had a programme of engagement with residents and more limited engagement with staff; and we received training, technical briefings and a series of reports from the Programme Team and advisers.

Study visits

Our study visits, carried out between 21 April and 28 September, took us to a number of housing organisations representing different models of ownership and management.

Barnet Council – a London Borough which has retained ownership of its stock of 14,000 homes – including 4,000 leaseholders' homes – and where management is carried out by an ALMO, Barnet Homes. The Conservative council may now be considering making a bid to transfer its stock in order to ensure continuing investment and the chance to build new homes.

The ALMO is run by Board that includes resident members and has a resident-led scrutiny body – the Performance Advisory Group – that holds the organisation to account on behalf of residents. A lot of community development work is done in partnership with voluntary organisations through local Resident Hubs.

Catalyst Housing Association – a housing association based in Ealing with some 21,000 homes in London and the south east of England including ten sheltered housing schemes in West London.

Each sheltered scheme has a dedicated manager five days a week looking after the health and wellbeing of the residents and making weekly visits to older and more vulnerable residents in the local community.

Hammersmith United Charities (HUC) – a local non-profit making charity set up to provide sheltered almshouse accommodation for the elderly poor of the former Metropolitan Borough of Hammersmith. HUC manage two schemes in the west of the present Borough, employing specially trained staff to support older people living independent lives. HUC also has another arm that provides grants to relieve need, hardship or distress to build a stronger community.



Kensington and Chelsea Tenant Management Organisation (TMO) – a tenant management organisation, which since 1996 has had responsibility for managing the Council's 10,000 homes in the Royal Borough of Kensington and Chelsea. The TMO registered as an ALMO in order to deliver the Decent Homes programme and has 5,000 members.

The TMO has brought most repairs services in-house and operates from a service hub with its own contact centre.

There is a strong theme of partnership between staff and residents – residents feel a sense of being in control of decisions through the TMO Board, while staff development and the creation of local employment opportunities are key organisational values.

Phoenix Community Housing – a 'community gateway' housing association, which took ownership of 6,500 homes, including 1,700 leaseholders' homes – in the London Borough of Lewisham in 2007.

At Phoenix residents can become shareholding members of the association, giving them a membership vote, the power to elect the seven resident members of the Board and the right to stand for election to the Board. The present Chair and Vice-Chair are both residents.

Phoenix has its offices in a new purpose-built building on the site of a former pub – a community hub, which also houses the repairs team, the local credit union, a community training kitchen and a café.

Poplar Housing and Regeneration Community Association (HARCA) – a community-based stock transfer housing association which started taking the transfer of council homes from the London Borough of Tower Hamlets in 1996 and now owns and manages some 9,000 homes.

During our visit, and subsequently when we took evidence from the association at our public hearings, we were impressed by the emphasis placed by the HARCA on the quality of neighbourhoods and the role of local residents as community leaders and leaders of the organisation.

Shepherds Bush Housing Group (SBHG) – a traditional housing association that was established in 1968 to help tackle homelessness and now owns and manages 5,000 homes across west London, 3,000 of them in Hammersmith & Fulham.

Having a portfolio mainly of street properties, SBHG also provides management and maintenances for a number of private landlords, runs a furniture recycling business and operates a handyman service.

A third of SBHG's Board are tenants and scrutiny is carried out by Residents Voice, an independent body of ten tenants and two leaseholders.



Wandsworth Borough Council – a London Borough which has retained ownership of its stock of over 32,000 homes and, having accumulated a healthy level of reserves on their HRA, is well placed to fund ongoing investment.

The Council has a number of major regeneration projects under way, including some modernisation of existing homes, some redevelopment and some schemes that will produce higher densities on existing estates.

Watford Community Housing Trust (WCHT) – a 'community gateway' housing association which owns 5,000 homes following a transfer from Watford Borough Council in 2008.

42% of residents are shareholding members who can vote at General Meetings, elect the five resident members of the Board and stand for election. There is also a Leadership Team of nine residents who act as an advisory body.

WCHT have a new build programme that aims to provide 500 new affordable homes by 2017 and has a strong community focus working in partnership with other local organisations through community hubs.

The Public Hearings

A programme of nine public hearings was organised, each on a different theme, with a roster of witnesses from within and beyond the Borough being invited to give evidence and answer questions. The hearings were held at community venues across the Borough to offer residents every opportunity to attend.

The aims of the public hearings were first, to make the Commission's work visible and transparent, second, to give the Commission access to a wide field of knowledge and experience and third, to ensure that the issues having a bearing on the Options Appraisal could be opened up for public examination and challenge.

Each of the hearings was video-recorded and transcribed, with both formats being posted on the Commission's website.



The Public Hearings

The main messages from each of the hearings, along with summaries of some of the key points made to us, are shown over the next six pages.

Housing Services and Customer Services

14 May 2015 in Hammersmith Town Hall

Housing services should focus on each locality and the needs of the people living in that area.

Services are more likely to meet needs and aspirations if they are based on knowing who their users are. Customer profiling leads to better targeting and customer satisfaction, offers better value for money and encourages innovation in service design.

Focusing services on customers has to become the norm and part of the culture in housing organisations. This involves recognising and supporting residents as both leaders and customers.

Customers prefer to have a single point of access to services, ease of contact and continuity of communications with individual members of staff. This points towards the use of local 'hubs' and a visible local presence. But – how do you do this across a stock as dispersed and diverse as the Council's?



Regeneration and New Housing Supply

3 June 2015 in St John's Church, Fulham

Plans for regeneration and new homes should involve residents from the very beginning and offer community benefits.

Some of the stock may be expensive to maintain, some may need to be modernised or redesigned. There may be a need for an estate planning/ stock appraisal approach – looking at the future of individual estates and stock types – and having a set of criteria for proposing regeneration.

Regeneration may enable new types of housing to be provided to meet needs that cannot be met by the current stock. There are shortages of affordable housing, of housing for older people, the vulnerable, disabled and larger families, and of intermediate housing tenures accessible to younger people.

Wherever it happens, regeneration should be a positive process with positive outcomes for residents and their communities. This requires leadership, inclusiveness and empowerment, so that residents can feel in control of what happens. Confidence can be built with 'quick wins' that improve quality of place.

The funding of regeneration is never straightforward – a matter of timing, partnership, creativity and the assembly of funding packages.



Tenants' Rights and Security of Tenure

6 June 2015 in Hammersmith Town Hall

It's important that both secure (council) and assured (housing association) tenancies can offer the same rights.

Tenants' security of tenure is critical to their sense of well-being, but the Council has to consider how it can meet housing need if its finite stock is tied into tenancies for life.

All of the key tenancy rights that come with a secure tenancy can be offered under an assured tenancy. There is an argument that an assured tenant has the additional protection that their tenancy is contractual and its terms cannot be changed without their specific consent.



Meeting Investment Needs

9 June 2015 in White City Community Centre

We have a lot of older housing stock and not enough money has been spent on it in the past – we need to find new funding.

As the stock ages, its investment needs become continuous, while lifestyles and aspirations will tend to drive standards, and the cost of meeting them, ever higher.

The standard of investment will depend on what the business plan (HRA or transfer) can afford. The present Government's new proposals for social housing are likely to mean a lower standard of investment.

Councils and housing associations face different types of restrictions on borrowing but in general housing associations have much greater freedom to borrow.



Rents and Service Charges

*18 June 2015 in
Queen Caroline Estate Residents' Hall*

Rent levels have, at least for the next four years, been taken under central Government control, but this money is vital to pay for services, improvements and new developments.

Rents and service charges have to be seen from both sides of the landlord/resident relationship, but central Government pressure to reduce public spending affects both sides. Although a 1% rent reduction will benefit some, the overall package of reform will squeeze both residents' ability to pay and landlords' ability to invest.

There is no major difference between council and housing association rents and service charges nor in their approach to rent and rent arrears collection.



Repairs, Maintenance and Estate Services

*25 June 2015 in
Tudor Rose Community Centre, Fulham Court*

Estate services and systems for repairs and maintenance should be better co-ordinated around residents' needs.

Issues with current repairs services appear to stem from three main causes: communications/co-ordination, the learning curve of the main Mitie contract and the legacy of underinvestment.

A case was made to involve residents' representatives to help improve repairs and maintenance. Rethinking performance indicators would be another way of putting residents at the centre of service improvement.



Resident Involvement

2 July 2015 in Clem Attlee Residents' Hall

Involving residents is essential – it gives value for money and leads to higher levels of satisfaction.

There was strong evidence from our witnesses of the value of resident involvement, from a value for money point of view and in terms of developing a customer-focused culture.

There were valuable lessons about how to build successful resident involvement but also important caveats about constraints and obstacles.

If there is to be a major change, such as a stock transfer, it will be necessary to build a high level of awareness and involvement.



Ownership and Management Models

7 July 2015 in Munden Street Residents' Hall

We must have a clear vision of the future in the ownership and management of our housing – and encourage residents to be leaders.

Whichever ownership and management model is chosen, there must be a clear vision of the future that is wider than just housing.

Because residents have such a key stake in the future they should be encouraged and supported to be leaders.



Implementing Change

11 July 2015 in
Charecroft Estate Community Centre

We need to change the way our housing is run to secure it for the future – staying as we are is not an option.

There needs to be a clear sense of direction to guide change – which reinforces the need for vision.

Continuity and sticking to agreed principles are more important than ever in a time of uncertainty.

Communications and transparency are essential to be able to take everyone – residents, members, staff and partners – with you.



Website and communications

The Commission launched its own website straight after the General Election in May. The website was updated on a weekly basis with a fast-moving programme of news and events, giving access to documents, questions and answers, blogs and full transcriptions and videos of the Commission's public hearings. Over a period of less than six months the website had 19,000 'hits'.

Monthly Residents' Commission newsletters were sent to more than 17,000 households across the Borough, and there was a regular e-newsletter for subscribers.

Resident engagement and feedback

Our programme of resident engagement included 29 personal visits by our Chair, Keith Hill, to

meet with Tenants' and Residents' Associations (TRAs) across the Borough to explain the role of the Commission and find out about residents' local concerns.



Members of the Commission took part in 19 estate engagement events mainly on estates where no TRA yet exists, alongside the Council's Resident Involvement team, TPAS, as the Independent Tenants' and Leaseholders' Adviser, and the Council's contractors.

The Commission was represented both at the Tenants' Conference in March, attended by over 300 tenants, and the Leaseholders' Conference in May, attended by over 80 leaseholders. Both conferences heard keynote speeches on the Commission and its work.

In August, we designed and commissioned our own residents survey, carried out on our behalf by NEMS Market Research Ltd, who conducted 750 telephone interviews. This was supplemented by 50 doorstep interviews carried out by TPAS using the same survey questionnaire.



“ Over a period of less than six months the website had 19,000 'hits'. ”

Staff briefings and involvement

Throughout the Commission's programme, TPAS provided staff with monthly briefings across all four housing offices. Attended by more than 100 members of staff, the briefings have been an opportunity to involve staff in the Options Appraisal process and include their views as an important contribution to our understanding and our thinking.

Training, briefings and technical reports

Members of the Commission requested two specific training events, one being delivered by TPAS on housing law and regulation and one being delivered by Capita on housing finance.

The Commission received detailed briefings on the scope, methodology and findings of the stock condition survey, the workings of the financial appraisal, and a number of presentations, including one on the demographics of the Borough and one on sheltered housing.

Numerous reports and research papers were provided on issues relevant to the Options Appraisal including policy papers on the future of social housing, best practice in regeneration, approaches of resident involvement and models of ownership and management.

Commission closed meetings and workshops

From the end of March through to the end of October we held 15 closed meetings to plan and review our work.

Following the public hearings we held a series of workshops with officers and advisers to consider the evidence in detail. Two separate evening sessions were devoted to reviewing governance models and options, there were two sessions to take us through the outcome of the financial appraisal and separate workshops were held on regeneration and new homes, on housing services and the Blueprint and on engagement and communications.



6

OUR FINDINGS



“ ...without proper levels of investment the condition of the stock will gradually deteriorate... ”

Safeguarding, ownership and resident control

We established that in the present climate there are real threats to land and homes in the Council's ownership:

- there is the latent threat of land values and the pressure of the London housing market in the sense that Council stock could be said to be 'trapping' development potential and keeping it from being realised;
- there is the imminent threat that without proper levels of investment the condition of the stock will gradually deteriorate against a spiral of increasingly unaffordable maintenance costs;
- then there is the threat in the wake of the recently published Housing and Planning Bill that the Council will be forced to sell a significant proportion of its stock to help pay the cost of the extended Right to Buy for housing association tenants.

While the Council remains the landlord these threats to its stock of homes will remain. But does this mean that existing residents' homes are under threat?

Council tenants have Secure tenancies, but as their landlord the Council determines what goes into the tenancy agreement and may vary the agreement, following a process of consultation, without necessarily having to take any objections from tenants on board.

As the owner of HRA land (and the homes which stand on it), the Council also determines whether the land can, or should, be disposed of.

We looked at whether there might be ways of restraining the Council's discretion over the future disposal of land, but we are satisfied that this is not legally possible as it would mean fettering the discretion of the Council in the future.

We considered whether the land (as opposed to the dwellings) could be placed in some kind of trust – a community land trust, for example – such that the power of disposal was vested in a group of trustees bound by a deed of trust, but we are satisfied that this would necessarily be thwarted on the same grounds.

We also looked at whether the Council could offer contractual terms to tenants as an 'overlay' to their tenancy agreement, such that certain actions to end the tenancy would require the tenant's consent; again we are clear that this would fall foul of the argument about fettering a future Council's discretion.



Thus while there may be no immediate threat to residents' homes – other perhaps than the threat posed by inadequate investment – there is no protection for existing residents against a future administration taking steps to dispose of land and homes for redevelopment. And there is an emerging threat to the existing stock of council homes in the draft Housing and Planning Bill, requiring the sale of high value void properties, with the sale proceeds to be paid to central Government.

With a change of ownership these threats are either greatly reduced or disappear.

Homes that are in the HRA and are occupied may only be disposed of (i.e. sold) either to the occupant, under the Right to Buy or, as part of a stock transfer, to a 'Private Registered Provider', referred to throughout this report as a housing association.

Housing associations vary in many respects – size, geographical focus, aims and values, types of tenure

offered, charitable/non-charitable, special needs/general needs etc. In the context of our investigations, however, there are two over-riding areas of distinction.

First, for the purposes of a stock transfer the housing association can either be an existing organisation that takes ownership of the stock as an addition to its existing portfolio (potentially creating a new subsidiary to preserve the geographical identity of the transferring stock), or it can be a brand new organisation specifically created for the purpose of taking the stock.

In the case of Hammersmith & Fulham, with more than 17,000 homes, only a very large existing housing association would have the capacity to take on such an expansion in one go.

By contrast, as a new 'stand-alone' association, an organisation of that size would automatically be a major player on a number of fronts in the Borough and a significant housing provider in London.

Second, there are different models of housing association governance. These models vary in the rules governing eligibility for membership and the composition of the Board, and in the separation of powers between those that are held by the general membership and those that can be exercised by the Board.

In the traditional model of a stand-alone stock transfer association the rules of membership tend to give the local authority a 'golden share' such that no major rule change can be passed without the council's agreement. The Board, meanwhile, is composed of one third tenants, one third local authority (council) nominees and one third independents.



There are other models, however, in which membership, i.e. custodianship of the association's rules, is only open to residents. These include the 'community gateway' model, which provides for devolution of control over their housing to the residents in local communities, and the 'mutual' model, in which membership may be open to tenants and employees.

Equally, the composition of the Board does not have to be structured by 'classes' of directors (e.g. tenants, local authority nominees etc) but may be based on a combination of skills and experience.

“ Here, the best fit without a doubt is the 'community gateway' model. ”

Thus in the 'mutual' model adopted by Rochdale Boroughwide Homes, there are no guaranteed places for residents on the Board, which is made up of executives and non-executives. Residents' elected representatives, however, alongside staff and stakeholder representatives, appoint (and remove) the Board and hold it to account through a Representative Body.

Given our remit, our interest has been particularly drawn to those models of ownership that first, provide for the safeguarding of residents' homes and second, give residents greater local control over their homes.

Here, the best fit without a doubt is the 'community gateway' model. This model incorporates the following key elements:



- **first, membership is only open to residents. This places the organisation's rules under the custodianship of residents;**
- **second, the organisation's rules include the concept of 'local community areas' such that where residents in a given area wish to do so, the option of devolved control to the community area level can be pursued;**
- **third, the model offers flexibility to choose between the 'thirds' basis of Board membership, the more 'professionalised' Board, accountable to a representative body, or a hybrid structure of governance that might be better suited to our circumstances**

It will of course be for the Council and residents to develop a local model of 'community' ownership that is right for this Borough, should a transfer proposal go ahead. In our view there is the scope to develop something ground-breaking that could extend the range of the ownership and governance options that are currently available.

HOUSING SERVICES AND THE BLUEPRINT

We have seen it as an integral part of our work, in looking at options for the future of the Council's housing, to consider what kind of organisation will be needed to run it in the future. What models and standards of service delivery will be expected in the future and what will this mean for the approach, values, leadership, culture and design of the organisation of the future? What will it mean for the 'customer experience' and what will it mean for staff?

To find answers to these questions, one of our workstreams has been the development of a 'Blueprint' for a new housing organisation. This has involved

“ In our later hearings there was a consistently repeated theme of the importance of vision, clear leadership and strong governance. ”

identifying the principles, values and approach to service delivery that should characterise a modern, customer-focused, performance-driven housing organisation.

Developing the Blueprint has meant looking at the evidence from our public hearings and study visits of what makes a successful housing organisation, talking to staff and residents about local needs and aspirations, finding out what people in different organisations have said about the future direction of housing services and learning from the latest research.

Three key points emerged from our very first public hearing, on housing and customer services:

- **Services should be designed around knowing who customers are**
- **Services should be readily accessible and easy to use**
- **The organisation's culture should be centred on people, being the best at providing services to people (residents) and being the best place for people (staff) to work**



“ Meanwhile at a local level we noted the successful use of community hubs to provide access to a range of local services alongside community activities. ”

In our later hearings there was a consistently repeated theme of the importance of vision, clear leadership and strong governance.

Our study visits gave us valuable insights into what could be achieved by building close working relationships between staff and residents at different levels in an organisation. We also noted a tendency for previously outsourced services, such as repairs, to be brought in-house.

We saw a number of good examples of how morale, motivation and success depended on inspiring and committed leadership. Meanwhile at a local level we noted the successful use of community hubs to provide access to a range of local services alongside community activities.

Organisations with a simple focus on people's housing, their well-being and the quality of their surroundings seemed to have both flexibility and a kind of agility, allowing them to respond and make changes quickly.

It was also clear to us that, to be progressive, housing organisations need to use different 'channels' of contact to get good intelligence about residents as customers. Using the right 'channels' means that housing services can be designed around customer needs while also leading to customers being able to access services on their own terms.

Building on these insights and some elements of technical work and research, the Blueprint is intended to represent a better way of working for the future.

This work is to be published separately as a supplement to our main report. It includes a description of the purpose of the Blueprint, design principles for the organisation, the role of its leadership, its organisational culture and structure, the way service delivery would be organised and how front-line services would be supported by technology.

A good sense of the Blueprint can be gained from the six core design principles that would provide the basis for developing the organisation, its structure and its approach to service delivery.

The Blueprint: core design principles

- 1.** People-focused delivery in the foreground with technology supporting in the background
- 2.** Good knowledge about residents, homes and communities to enable the service to be proactive and preventive rather than just responsive
- 3.** Resident self-management to be supported wherever this is what residents want and where it will be effective
- 4.** Ease of access to services including online access wherever this can improve customer experience
- 5.** A focus on the distinctiveness of different estates and neighbourhoods across the Borough and their different service and investment needs
- 6.** Connectivity –the new organisation's role in helping residents to connect with organisations, services, opportunities and each other for mutual benefit

It is quite clear to us that designing an organisation for the future means being up to speed with, if not ahead of, changes in lifestyle and technology. Equally, we recognise that every housing organisation, as in other sectors, is under intense pressure to drive down costs and find new ways of delivering value. This will be a balancing act in which residents need to be closely involved from the beginning.

Resident involvement

By contrast with some of the housing organisations we visited and heard from, resident involvement in Hammersmith & Fulham is relatively under-developed.

A new structure is being put in place, resources (a new team) are being provided for development, and the engagement events that have taken place this year alongside our work as a Commission have led to some new TRAs being formed.

But in many other organisations residents already take on a much more prominent role, ranging from Board

“ ...a more effective and responsible role for social landlords would be to see how they can support local communities. ”

membership to serving on scrutiny and monitoring panels to taking the lead with their own community projects.

We saw and heard about a range of models – the TMO in Kensington and Chelsea, which has been providing services to all council housing in the Borough for nearly twenty years; Rochdale Boroughwide Housing's Representative Body, which sets policy and appoints (and can remove) the Board; Poplar HARCA's Estate Boards, which shape local services and the development and regeneration of local areas.

We heard about the dramatic turnaround in performance and morale achieved at AmicusHorizon through resident involvement – and the significant cost savings achieved, along with improved levels of customer satisfaction.

We were also struck by some of the concerns expressed by people from different organisations about issues such as representativeness, cliques, sustainability, the potential isolation of residents in street properties, the potential impact of fixed term tenancies and of course the time commitment.

Our attention was drawn to a research report published by Family Mosaic early in the summer, called 'Changing Places'. This highlights some of the difficulties in sustaining traditional resident involvement, drawing on the association's own experiences over a period of years.



The report asks whether housing organisations should consider doing more to help residents get involved on their own terms, rather than the landlord's, such as through online access – and whether a more effective and responsible role for social landlords would be to see how they can support local communities (i.e. not just their own residents) to do what's important to them (i.e. not just housing issues).

In parallel with our work the Council's Resident Involvement team has been looking to populate the new Resident Involvement structure and raise awareness of the opportunities for residents to become more involved. They have encountered some interest, but also some diffidence, possibly as the result of people feeling intimidated by the idea of formal structures.

The highly dispersed nature of the Council's homes across the Borough may mean that many residents' focus and priorities are centred on their immediate locality. And whereas residents on estates may be drawn together around estate issues it may be more difficult for residents in street properties, for example, to develop their own local groups.

Looking to the future we think there are some important links to be made between the ideas contained in the Blueprint and the need to have residents more actively shaping and improving the services they receive and the organisation that delivers them.

Sheltered housing

The Council's 22 sheltered housing schemes were built to meet a set of housing needs that has changed significantly since their construction.



These schemes are mostly in good condition and popular. It is however questionable whether in the medium term they represent an adequate and appropriate provision to address the needs of the Borough's population of older people, especially in the context of an ageing population. The housing needs of older people are highlighted in the Council's Housing Strategy, which points to estimates that over the next 20 years there could be a 40% increase in the Borough's population of over 65s, with the sharpest increase in the proportion of over 85s.

We are aware that a review of services for older people is about to be undertaken jointly with Adult Social Care and that a number of other initiatives are in the pipeline, including a programme of needs assessments, the development of a new extra care scheme and some major works improvements to existing schemes.

“ ... over the next 20 years there could be a 40% increase in the Borough's population of over 65s, with the sharpest increase in the proportion of over 85s. ”

Current issues in sheltered housing include a call from residents for a return to the higher pre 2012 levels of on-site staffing with the re-introduction of individual Scheme Managers. This would of course raise financial and resourcing issues.

There is a separate issue of how support can be provided to older people living in the wider community and the extent to which existing or new sheltered schemes could operate as service 'hubs'.

An increasing population of older people by definition means a growing diversity of needs, calling for a wider variety of housing options and new models of care and support. There may be scope for new types of specialist

“ And there may be options, within a new type of housing organisation, for sheltered housing to have its own form of governance and management structure. ”

provision, such as housing with extra care, Lifetime Homes, shared ownership and innovative models for a range of needs, in future plans for new homes.

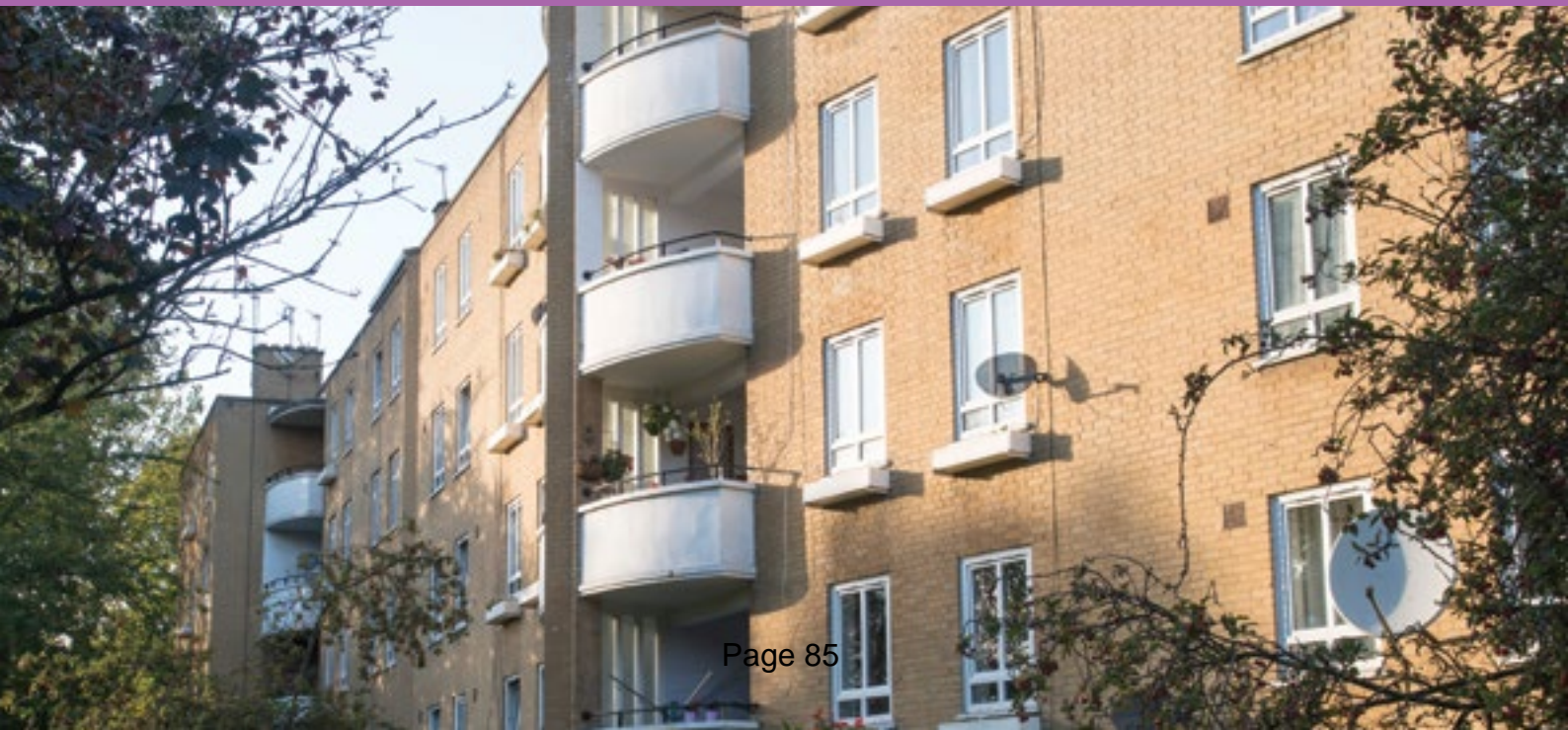
And there may be options, within a new type of housing organisation, for sheltered housing to have its own form of governance and management structure.

Leaseholders

To a great extent our work as a Residents' Commission has emphasised the unity of interests between tenants and leaseholders living in the Council's homes.

This is without doubt partly due to our resident membership having been made up of both tenants and leaseholders, who have worked together closely as a team.

The unity of interests between tenants and leaseholders lies in the fact that all share the same landlord, many share the same built environment and, to a greater or lesser extent, the same services. A number of TRAs have tenants and leaseholders working alongside each other as active members.



“ A number of TRAs have tenants and leaseholders working alongside each other as active members. ”

Leaseholders make up more than a quarter of the population of residents of the Council's housing. This figure masks the fact that up to 40% are believed to be non-resident and sub-letting, which can have implications for the management of some properties and estates and for communications.

And there are certain respects in which the interests and concerns of tenants and leaseholders are clearly different, service charges and contributions to maintenance costs being a prime example.

However it is fair to say that the issue for leaseholders that received more comment and discussion than any other was whether or not leaseholders would have a vote if there were to be a ballot on a stock transfer proposal.

While it is clear that, as residents, leaseholders have an interest in the future ownership of the stock, it remains the case that the Secretary of State may only take account of the votes of tenants in a transfer ballot.

We feel it is not for us to offer a hard and fast view on this issue at this stage but if a transfer proposal goes forward we would urge the Council to consider the best way of involving leaseholders in the process and enabling them to give their views.

AFFORDABILITY AND SECURITY OF TENURE

Rents and Service charges

From the outset one of our key messages was that we would look at how to *'Protect tenants' rights and keep rents and service charges at levels residents can afford'*.

Whenever the possibility of a housing stock transfer is raised, initial anxieties are always that a transfer to a housing association means a hike in rents and service charges and the withdrawal of secure tenancy rights. Of course were this so, it would undoubtedly have derailed the majority of the tenant ballots that have produced 'yes' votes up and down the country over the last twenty-five years.

The reality is that in the early transfers up to the 1990s it was normal for a fixed term rent guarantee to be put in place for transferring tenants and it became standard practice, in the document presenting the 'offer' to tenants, to show what rents would be in the first five years following transfer. Since then rents in local authorities and housing associations have moved

“ Since then rents in local authorities and housing associations have moved towards convergence under central Government guidelines and thus the issue of rent differentials has to a large extent been defused. ”

towards convergence under central Government guidelines and thus the issue of rent differentials has to a large extent been defused.

But then in July 2015, the Government announced that rents for council and housing association tenants would be reduced by 1% per year from 2016 to 2020. This effectively puts rent levels beyond the control of social landlords of either hue at least for the time being.

We are aware that under proposals in the recent Housing and Planning Bill tenants in social housing who have high incomes will be required to pay higher levels of rent than other tenants. Councils will be required to pay this additional income to central Government, whereas housing associations will be able to keep it.

Service charges for both council and housing association tenants are expected to reflect the cost of the services provided.

On the question of how leaseholder service charges might be affected by a stock transfer, we noted that,

where leaseholders are concerned, a statutory cap on leaseholder charges for works of £15,000 in any five year period was introduced in 2014 to protect leaseholders against unreasonable service charges that could lead to hardship.

Tenancy rights and security of tenure

On the arcane subject of tenancy law, we had the benefit of being advised by Ian Doolittle, of Trowers & Hamlin LLP. Ian, who has provided legal advice on more than 80 option appraisal/ stock transfer processes and is seen as the country's top legal expert on such matters, gave evidence to two of our public hearings and briefed us further at closed workshops on legal matters.

On tenancy matters his advice can be summarised as follows:

- **Council tenants have Secure tenancies; housing association tenants have Assured tenancies. These have different legal definitions – and it is mainly because a stock transfer involves tenants in surrendering one tenancy type for another that there is a legal requirement for tenants to vote in a ballot.**
- **In practice it is normal for the Assured tenancy being offered in a transfer proposal to have broadly equivalent provisions – rights and obligations – to those in a Secure tenancy. There are subtle differences, but perhaps the most significant of these is the fact that an Assured tenancy provides rights under contract, where a Secure tenancy provides rights under statute.**
- **This means that whereas a council landlord can vary the Secure tenancy agreement provided it has**



complied with the tenant's Right to Consultation and paid due regard to tenants' views, a housing association landlord can only vary an Assured tenancy agreement if the tenant, individually, agrees to the change.

We have concluded, therefore, that an Assured tenancy could offer greater protection to a tenant than a Secure tenancy.

We also see opportunities, in the process of drawing up a new Assured tenancy agreement, to consider what conditions of tenancy tenants would like to see strengthened or relaxed, and whether any additional rights – for example a second right of succession – should be included as part of the 'offer'.

Stock condition and investment standards

Here our findings are principally derived from the stock condition survey carried out by Savills (UK) Ltd.

The stock condition survey follows an established set of professional conventions: it is a snapshot in time; it is a sample survey (just under 12%); it assesses investment requirements to keep the stock at a certain standard for the period – in our case, 40 years; it makes provision for expenditure that cannot be predicted with accuracy.

It is not an asset management study – i.e. that would assess the cost-effectiveness of replacing parts of the stock, or certain stock types – and it does not consider other strategic questions such as methods of procurement or the added value that may be delivered through the investment programme. Nor, in its raw form, does the survey include any scenario planning, such as the impact on responsive repairs costs, or on the achievement of lettable standards,



of failing, or being unable, to deliver investment when it is needed.

Nonetheless it is the bricks-and-mortar platform for the financial modelling in the Options Appraisal – the source of the huge numbers that will inevitably set the parameters for the Commission's recommendation and Council's decision.

The survey has told us that the stock is by and large in reasonable condition for its age, having benefitted from previous investment such as the Decent Homes programme carried out by the ALMO, H&F Homes Ltd, between 2004 and 2011.

The spread of investment required over the next 40 years is split between the following headings:

- **Future Major Works** – initial catch-up repairs and future replacement of building elements at the end of their lifespan
- **Revenue** – day-to-day responsive repairs, repairs to void properties, cyclical maintenance and disabled adaptations
- **Related Assets** – garage sites, footpaths, play areas, drains, lighting, shops and community halls etc

- **Contingencies/Exceptional Extensives** – a range of potential works in respect of building defects or failures, asbestos, structural works and complex works especially in respect of high rise blocks
- **Improvements** – a limited provision to upgrade insulation

The total figure, just over £1.4 billion (or an average of £3,000 per home per year), is profiled over the 40 years to reflect when investment is needed. This is largely driven year to year by Future Major Works, i.e. the replacement of building elements – windows, roofs, heating systems, bathrooms, kitchens etc – at the end of their lifespan.

As the chart below (from Ills' Stock Condition Survey report) shows, the three main peaks of investment are in

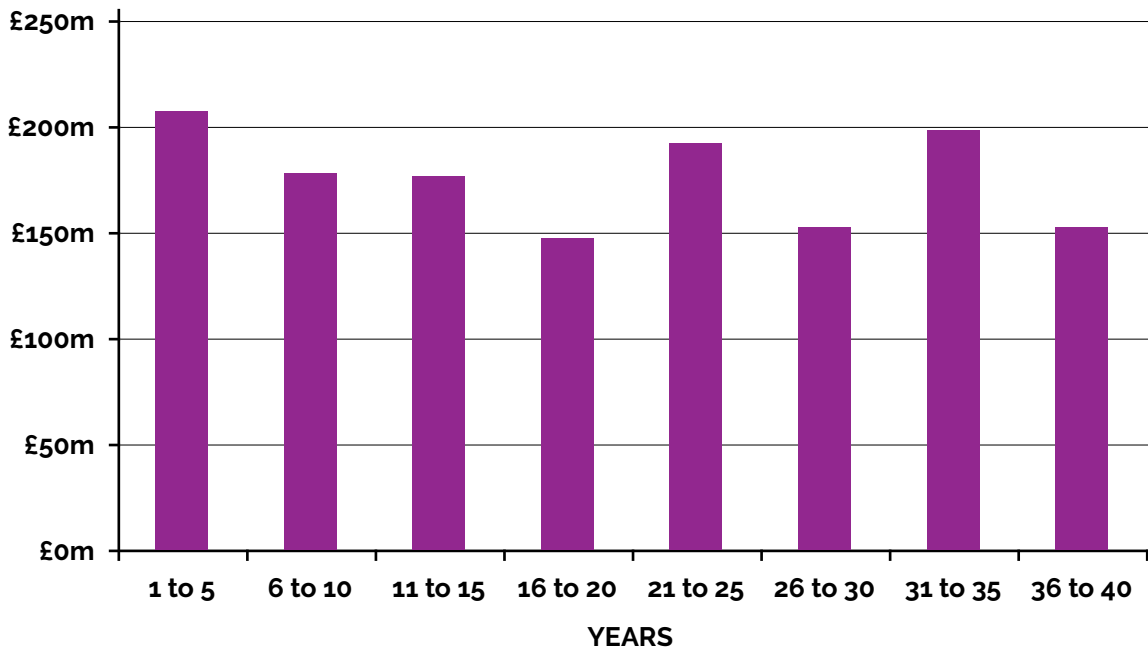
the next five years, in years 21 to 25 and then again in years 31 to 35. Significant investment is however required continuously throughout the 40 year period.

We feel that in order to be able to discuss stock condition and investment issues with residents at a local level, it will be necessary to define the standard of accommodation that this level of investment will deliver.

Furthermore there has to be a concern that, if investment cannot be delivered on time, there will be an impact on other budgets – and a point could potentially be reached at which some stock becomes uneconomic to maintain.

These issues are explored further in section 7 of the report.

40 year investment (all categories)



Regeneration and new housing supply

In the Council's Housing Strategy, the Residents' Commission's proposed role sits under the heading 'Regenerating places and increasing affordable housing supply'.

Our remit called on us to explore the options for investment not only in existing homes, but also in new homes. Our second public hearing took us straight into the question of regeneration, opening up what is often a sensitive debate but helping us to look carefully at examples of how it can be done well.

There were some very clear messages:

- **Have an overall strategy that sets out what you are aiming to achieve for the Borough**
- **Understand what – and where – the housing needs are that you are aiming to meet**
- **Develop some clear criteria for considering estate regeneration – popularity, cost/value, opportunity sites, resident support**
- **Talk to local residents at the earliest possible stage about their area and how it might be improved, whether**

“ Talk to local residents at the earliest possible stage about their area and how it might be improved... ”

there is scope for any new housing and how they can be involved and take control of what happens

- **Successful regeneration should deliver wider benefits than just new or improved housing – it should lead to improvements in health, education and employment**

More than once we found ourselves discussing the emotive effects of the word 'regeneration'. In parts of London it has been associated with unaffordability, gentrification and people losing their homes.

But there are many examples of successful projects with good outcomes that receive less attention. That they do not get the same headlines as the projects where conflict breaks out may partly be because successful regeneration is a lengthy and painstaking process involving the careful building of trust over a period of time.



Much of the antagonism directed at controversial regeneration projects tends to centre on a narrative of winners and losers: existing residents having to make way for high value homes for the wealthy or for overseas investors.

Perhaps this is how development driven primarily by external commercial interests and the extraction of profit has come to contaminate the concept of regeneration.

But in our discussions we have focused instead on how regeneration through a new social housing organisation can deliver a range of other benefits:

- **To local areas where there is a need for some better building design, better quality living space and new types of housing to meet local need**
- **To communities who need better facilities and services and a boost to local economic activity**
- **To individual households who need better housing for their future and the future of their families**
- **To the organisation itself and its staff, who will gain from having, and being able to express, a social purpose as part of its ethos and vision**

- **To the Borough, through the positive impacts of neighbourhood renewal on the local economy and environment and the opportunity to maintain and increase a high quality supply of affordable housing, partly funded through land value and cross-subsidy**

Engagement and communications

As a Residents' Commission, looking to represent the interests and views of residents, engagement and communication have been integral to our approach and a major part of our programme of work.

In addition to our website and monthly newsletters we have provided a range of opportunities for engagement and communication, including our public hearings around the Borough, the Chair and other members of the Commission attending TRA meetings, estate events, residents' conferences and other Borough-wide forums; we have invited written evidence, carried out a sample survey and there has been a pro-active engagement programme by TPAS, the Independent Tenants' and Leaseholders' Adviser. Reports on these activities are included in the Technical Options Appraisal report.

Despite all this activity it has not been surprising that levels of engagement in the Options Appraisal process have been relatively modest. The subject and language are quite abstract, the impact on individual residents is neither immediate nor specific and there was little prior evidence of a widespread appetite among residents to engage with housing issues.

It also needs to be recognised that there are barriers to engagement for many residents: significant numbers speak in first languages other than English; the higher than average levels



of disability and poor health among residents of council housing may affect levels of participation; and across such a large population there will be a range of specific communication needs and preferences.

We are clear that this is a key area of work for the Council, which has given its commitment to working with residents and to giving residents meaningful ownership of the future of their homes. There are many reasons to build on the activities and processes started during the Options Appraisal and pave the way for new forms of engagement:

- **building a membership base is important to give residents collective control over the organisation running their homes**
- **having resident leaders and residents involved in governance will secure the organisation's values and priorities, provide personal development opportunities and strengthen decision-making**
- **knowing who your customers are is fundamental business intelligence for designing services that meet customer needs and preferences**
- **resident input into services through customer feedback is essential to improve organisational performance**
- **residents at a local level need to be able to trust the organisation to respond to community priorities and make good investment decisions**
- **any proposal to transfer council homes to another landlord requires a very high level of engagement and consultation leading up to a ballot**

Work is already under way to develop and populate the new resident

“...residents at a local level need to be able to trust the organisation to respond to community priorities and make good investment decisions.”

involvement structure. We hope that the programme of engagement that has begun with the Residents' Commission will gain a new momentum with the release of our report.

The consultation requirements associated with a transfer proposal, and the impetus to achieve a high level of awareness and participation leading up to a ballot, will provide plenty of opportunities to boost engagement, improve communications and encourage residents to take part in discussing the services and investment 'offer'.

Some of the ideas we have discussed include developing an identifiable 'persona' and set of values for the new organisation, recruiting local 'champions' to promote engagement in each locality and tailoring messages to respond to the issues in each locality and for different interest groups in the resident population.

It will also be critical to engage and communicate effectively with staff. The prospect of change gives rise to as many questions for staff as it does for residents, and the process of developing a new organisation and a new future for housing services needs to take full advantage of the knowledge, expertise and commitment of members of staff.

7

THE FINANCIAL APPRAISAL



“ ...only a stock transfer can deliver the element of our remit concerned with the provision, on any scale, of new homes. ”

Introduction: the 'base' business plans

The financial appraisal sits at the heart of the Options Appraisal and is pivotal to establishing the viability of the base retention and transfer options.

This viability test involves the construction of two business plans – one for the Housing Revenue Account (HRA), the base retention option, and one for a new landlord organisation, the base transfer option.

Each business plan has to demonstrate how the investment and maintenance costs identified by the stock condition survey (along with all the other costs of running the housing service) can be met over the business plan period.

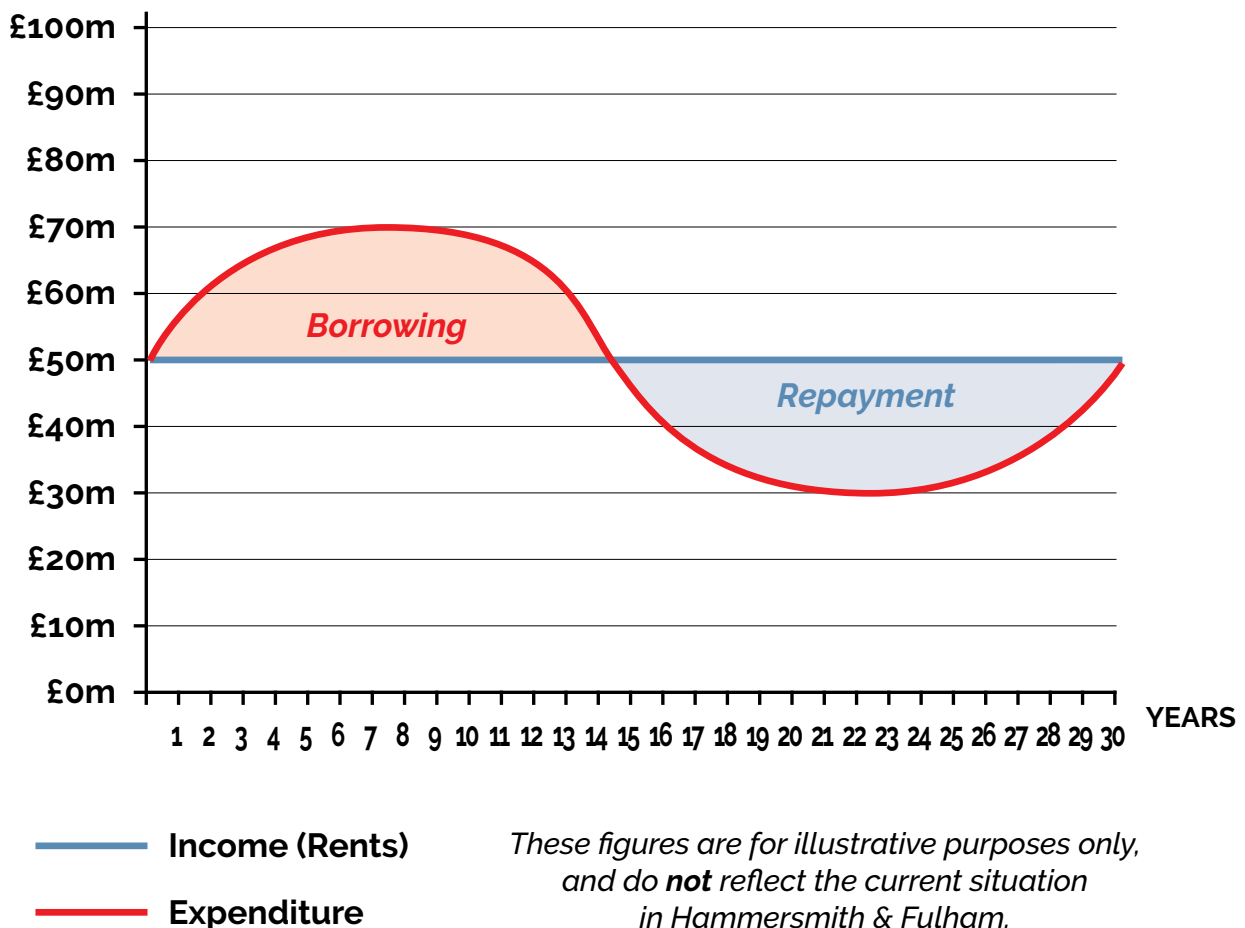
In the years when costs are greater than income (primarily from rents and service charges), money has to be borrowed to cover the shortfall. These loans are repaid in later years when

costs are less than income.

Over a business plan period of, say, 30 years, it is normal for costs to exceed income in the early years but for income to exceed costs later on, enabling loans to be repaid by the end of the period.

Stock condition survey information is the main driver of costs on the expenditure side of the business plan; if higher levels of investment are required to deliver a higher standard of accommodation this inevitably leads to higher costs.

However, there are also pressures on income. Income is mainly from rents which, in line with policy, have risen ahead of inflation (the CPI measure) over recent years. This changed with the July budget announcement that rents charged by councils and housing associations are to be reduced by 1% a year for the next four years.



“ Other policy changes in the recently published Housing and Planning Bill will have significant impacts on business planning. ”

Other policy changes in the recently published Housing and Planning Bill will have significant impacts on business planning. These include requirements for 'high earners' to pay higher rents and for councils to sell off their higher value properties as they become empty. These latter provisions are to be introduced as a form of 'levy' on the HRA, meaning that the Council must pay any income that is assumed to arise from these measures directly to government each year.

Modelling the HRA Business Plan

Borrowing is one of the most critical elements in any housing organisation's business plan. Borrowing provides the money for peak periods of investment but can then be repaid when income from rents and service charges is greater than expenditure.

Under the retention option, new borrowing required to cover investment costs is artificially limited by the action of the HRA debt cap that has been set for the Council by central Government.

The modelling for the appraisal undertaken by Capita is based on the investment requirements of the stock condition survey and takes account of the rent reductions introduced by the summer budget. It shows that in Hammersmith & Fulham additional borrowing of more than £67 million would be required during the next 10-15 years over and above the level of the debt cap. This borrowing figure reflects the fact that the investment needs of the stock in those years (indicated by the stock condition survey) and the effect of the rent reductions in the July budget combine to create a business plan shortfall.

“ Staying within the debt cap would therefore mean cutting or postponing at least £67 million of services and investment over the next ten years ”



Staying within the debt cap would therefore mean cutting or postponing at least £67 million of services and investment over the next ten years – and in reality more than this, to avoid using contingency funds that have been set aside for unforeseen circumstances.

We understand that even though there would be choices about investment priorities, a number of programmes already scheduled over the next ten years would have to be cancelled or deferred, equivalent to:

- **Window and door replacements to 4,000 homes**
- **Roof renewals for blocks containing 2,400 homes**
- **4,000 new heating systems**
- **1,600 electrical rewires**
- **1,600 new kitchens**
- **1,000 new bathrooms**

Although these programmes would eventually be delivered, the timing would have to be determined not by need but by when funding became available.

If the investment identified by the stock condition survey does not happen when it should, the stock will start to deteriorate physically, with the consequence of an increasing demand for, and cost of, responsive repairs.

Over time falling standards of accommodation and amenity will increase the risk of dwellings becoming unlettable. Homes that are unlettable will not yield a rental income and, if they are of a high value, under the Housing and Planning Bill they may need to be sold anyway as they become vacant.

The impact of the introduction of forced void sales is one of a number of factors that could make the viability of the HRA business plan significantly worse. Initial conjecture is that even though void sales would mean some reduction in management and maintenance costs this would not compensate for the loss of rental income.

The Council may get no benefit from the receipts from void sales other than the ability to repay some of the outstanding debt associated with the sold properties. There would also be fewer social rented properties to meet housing need in the Borough. This would have a knock-on effect on costs elsewhere in the Council, for example increasing the cost of housing homeless people by having to use more expensive accommodation, potentially outside the Borough.

The rate of vacancies – and thus the timing of the impact of void sales – could be affected by other policy measures, such as welfare reforms limiting entitlement to benefits, the requirement for higher earners to pay higher rents and the introduction of fixed term tenancies, should the latter idea be taken forward by the present Government. Another factor that could put pressure on the business plan include the possibility that in 2021 rents do not resume their pre-budget movement in line with the mechanism agreed with residents of CPI+1% + £1.



“ The base retention option cannot deliver the level of investment determined by the stock condition survey in the years when it is needed.”

There are further risks to the business plan associated with the scheme at West Kensington and Gibbs Green, arising from the costs of buying back sold properties and the flow of receipts from phase completions.

In summary therefore, the base retention option cannot deliver the level of investment determined by the stock condition survey in the years when it is needed. This points towards an inevitable deterioration in the condition of residents' homes and the Council's estate as a whole, and a number of other potentially serious consequences.

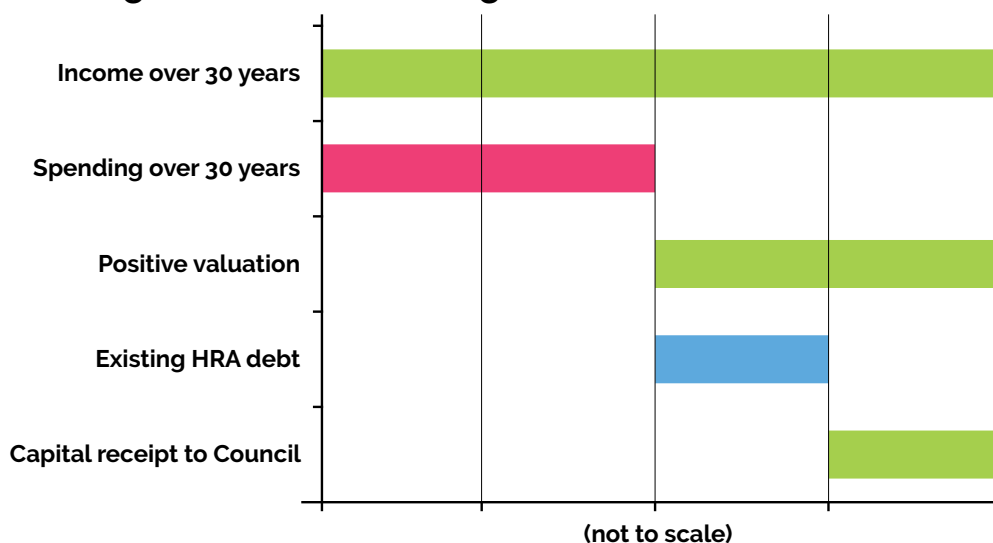
Modelling a Stock Transfer Business Plan

In a stock transfer the organisation that becomes the new owner is expected to start life without having to take on any of the Council's residual HRA debt..

The level of residual HRA debt on the stock at the point of transfer is the difference between the HRA debt at that time and the price paid for the stock by the new organisation. The price paid is based on a valuation which calculates the difference between the total income produced by the stock over 30 years and the total spending required over the same period.

If total income is greater than total spending, there is a positive valuation and the new organisation would have to borrow this amount to pay the Council for the stock. The Council would be expected use this payment to repay as much of the HRA debt as it can. If the valuation figure is greater than the debt on the HRA (Fig. 1), there would be a capital receipt to the Council equal to the amount over and above the total HRA debt.

Fig 1: Positive Valuation greater than HRA debt



If the valuation figure is less than the debt on the HRA (Fig. 2), then for the transfer to go ahead, the difference, i.e. the outstanding debt, needs to be cleared, by either being written off by central Government or somehow absorbed by the Council and/or the new organisation.

If the total income figure is less than the total spending figure, there is a negative valuation (Fig 3). This leaves the whole of the debt on the HRA needing to be cleared, again, by either being written off by central

Government or absorbed by the Council and/or the new organisation. Moreover, the new organisation could be said to have a housing stock that has been overvalued.

In Hammersmith & Fulham's case, the fact that the West Kensington and Gibbs Green estates are sold means that they cannot be included in a whole stock transfer. Thus even if it were to transfer the rest of its stock, the Council would have to keep its HRA, so that it can continue to account for these estates. However this also means that

Fig 2: Positive Valuation less than HRA debt

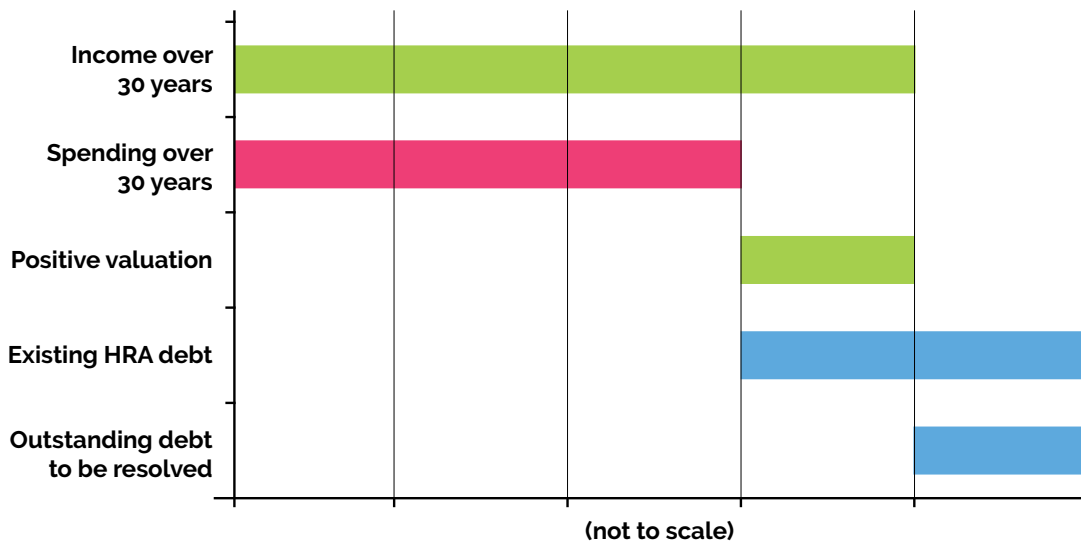
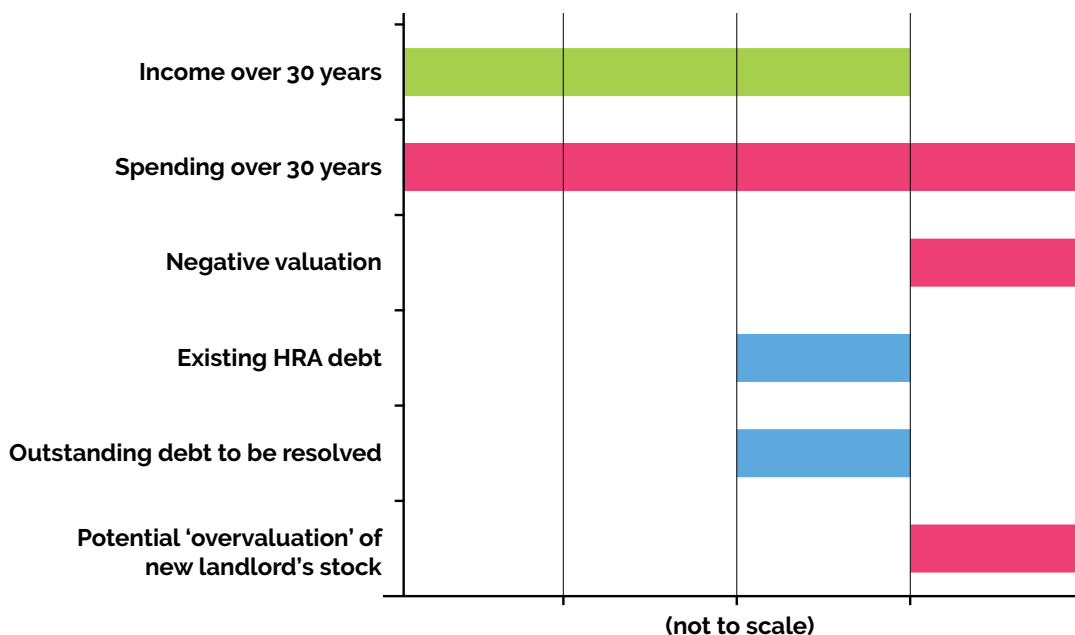


Fig 3: Negative Valuation



a proportion of HRA debt – estimated at around £12 million – would remain with the Council as a debt against the residual HRA for these estates.

Capita's modelling shows that after the replacement homes have been provided the residual HRA for West Kensington and Gibbs Green would be viable as a separate business plan without coming near to breaching the HRA debt cap.

The financial appraisal has established that in Hammersmith & Fulham, excluding the West Kensington and Gibbs Green estates, but otherwise using the same figures as in the HRA model for costs (based on the stock condition survey) and income (taking account of rent reductions), the valuation of the Council's stock is negative by £16.5 million.

Notwithstanding this negative valuation, the modelling by Capita shows that the investment that the new organisation would have to deliver could still be funded in a stock transfer business plan – provided, of course, that the organisation starts out by being debt-free.

As explained in section 5 above, the current debt on the HRA is £205 million.

“ The modelling by Capita shows that the investment that the new organisation would have to deliver could still be funded in a stock transfer business plan – provided, of course, that the organisation starts out by being debt-free. ”

It is estimated that by April 2017, which is possibly the earliest date a transfer could take place, this figure will have risen to £220 million as the result of additional borrowing for investment over the next eighteen months. £12 million of this would remain with the residual HRA for West Kensington and Gibbs Green. This means that the

“ This means that the amount of outstanding debt to be cleared to enable a transfer to proceed would therefore be £208 million. ”

amount of outstanding debt to be cleared to enable a transfer to proceed would therefore be £208 million.

Outstanding debt

The likelihood of the Council being able to make a successful application to transfer the stock is dependent on finding a way to resolve this level of outstanding debt.

It was not uncommon, prior to the introduction of HRA self-financing in 2012, for stock transfers to need debt write-off by central Government. The



latest three transfers also benefited from such a settlement. However there is no precedent for a situation like this, in which more than half of the debt write-off required can be attributed to the effects of the rent reductions announced in the July budget.

Nonetheless a number of arguments can be advanced that factors such as the longer term economic and wider regeneration benefits of a stock transfer support the case for a debt write-off. Such arguments have previously been accepted by central Government.

Should the Council decide to accept our recommendations and pursue a transfer application these arguments will need to be well made.

The Technical Options Appraisal report and the detailed financial appraisal report prepared by Capita provide details of the types of benefits, and technical mitigations that might be used to reduce or offset the estimated level of outstanding debt.

Rather than reproduce or attempt to summarise these aspects of what may become a set of highly complex calculations and negotiations, we will simply highlight what we understand to be the key principle that would come into play – namely, what might be described as the principle of greatest benefit.

In simple terms, if it can be demonstrated that a stock transfer would in the long term yield the greatest benefit – to the Council, the Government and ultimately the taxpayer – i.e. from an economic point of view, then the writing off of outstanding debt may be justified.

“ at least 500 new homes in the first five years following transfer would need to be proposed. ”

New homes

It is our understanding that one of the important elements in any assessment of the benefits that could be delivered by transfer would be the ability for new homes to be delivered.

In the light of the figure for outstanding debt and taking account of the various mitigations and other benefits that might be put forward, we have reached the view that the building of at least 500 new homes in the first five years following transfer would need to be proposed.

We believe that the mix of homes to be built should reflect the changing demographic needs of the Borough and that the mix of tenures to be offered should include affordable home ownership opportunities for local people. We fully expect that this will involve the operation of a cross-subsidy mechanism that takes advantage of the high land values in the Borough.

It has become quite clear to us, given the restrictions on Council borrowing under the HRA debt cap, that only a stock transfer can deliver the element of our remit concerned with the provision, on any scale, of new homes. We are moreover convinced that the new housing organisation, in partnership with the Council, would be well placed to contribute significant numbers of new homes for the Borough in the longer term.

8

A WIDER
PERSPECTIVE



“...a new social landlord for the Borough, under the control of local people, would be a dynamic strategic partner...”

Findings from the Residents Survey

Towards the end of our programme of engagement our Residents Survey aimed to capture a cross-section of residents' views on some of the key issues we had been asked to consider.

“ 80% of respondents were satisfied or very satisfied with where they live, while 68% were satisfied or very satisfied with the quality (physical condition) of their home. ”

The survey consisted of telephone-based interviews with 750 residents, supplemented by a further 50 face-to-face interviews, giving a total sample of 800, or around 5% of the resident population.

From the telephone survey the headline findings were as follows:

- **80% of respondents were satisfied or very satisfied with where they live, while 68% were satisfied or very satisfied with the quality (physical condition) of their home.**
- **79% of respondents felt it was important to be able to have more control or influence over the future of their housing and the services they receive.**
- **40% of respondents thought that provided they and other residents were fully consulted, the area or estate where they lived could be improved by modernisation or redevelopment – perhaps unsurprisingly this figure is an average of the responses of older people, who were less likely to**

be in favour of modernisation or redevelopment, and younger people (especially the 31-40 age group), who were more likely to be in favour.

- **59% of respondents were satisfied or very satisfied with the quality of the housing services provided by the Council as their landlord. This is a lower figure than expected and would be regarded as a matter for concern by comparison with other social landlords if it were to be replicated in annual STAR survey returns.**

Figures returned from the face-to-face interviews, albeit this was a very small sample, largely corroborated the results of the telephone survey, including the headline figures quoted here. The main difference was in responses to the question of whether, provided residents were fully consulted, the area or estate where they lived could be improved by modernisation or redevelopment. In the face-to-face interviews 76% answered 'yes' to this question.

Given the relatively small sample, we have sought to avoid placing too much emphasis on the results of the survey, even though 5% is generally seen as statistically valid.

However, the headline figures that perhaps most drew our attention were the overall levels of satisfaction expressed by respondents with where they lived.

These satisfaction levels, which were mostly attributed by respondents to the quality of their local area, seem to us to signify a high degree of local attachment and an appreciation of the general quality of urban environment in the Borough – not just the physical environment, but the Borough as a place to live.

Hammersmith & Fulham: a wider perspective

Notwithstanding the picture that has emerged from the response to our survey it is still clear that some parts of the Borough harbour levels of need, vulnerability and deprivation as severe as anywhere in London.

The gradual and progressive deepening of inequality within the capital, and the expected impact of continuing pressure on welfare, health and local government budgets represent threats to the quality of life in the Borough, especially for those most in need and most vulnerable.

To maintain quality of life for all residents, to bring innovation into meeting needs and delivering services, and to express and implement a positive vision of development and renewal, we see an important role for a new organisation that has a clear identity with, and focus on, the Borough.

Starting out with an asset base of over 17,000 homes plus the land they are on, a new social landlord for the Borough, under the control of local people, would be a dynamic strategic partner both for the Council and for the Mayor of London, having the potential to create new employment and training opportunities as part of a forward-looking development and regeneration programme.

In the new climate for social housing there is an emphasis on increasing housing supply and providing support for different types of home ownership while continuing to meet the needs of the vulnerable. The new organisation could be designed from the outset with these new purposes in mind but, guided by values set by its own residents, remain centred on the principles of localism and customer-focused services.



Some of the photographs that illustrate this report show many of the homes and estates that make up the Council's housing stock. In every case their appearance testifies to the quality of place that residents value so highly.

We have been made aware through our work of the very real threat that now hangs over the quality and functionality of these homes. Without a clear, properly resourced and deliverable investment plan the physical condition of residents' homes and estates will soon begin to deteriorate, in some cases to an irrecoverable extent.

A new housing organisation for the Borough, with the ownership, management and financing of these homes and estates as its primary focus and responsibility, would be in a position to ensure that this does not happen. But we also believe, as we have tried to suggest in this section of our report, that the new organisation would also have the scope, the capacity and the will to do so much more for the Borough and its residents.



9

CONCLUSIONS & NEXT STEPS



“ In other words, if residents are not up for this, it won't happen. ”

From our many meetings, study visits, public hearings, engagement events and other evidence-gathering activities, we have reached a clear consensus view about the way forward for council housing in Hammersmith & Fulham.

This view is underpinned by the various detailed studies, assessments and evaluations documented in the Technical Options Appraisal report and its various appendices. In terms of our strategic oversight of the Options Appraisal, we have taken confidence from the fact that there has been a convergence between the findings of the technical appraisal and our more wide-ranging and at times impressionistic review of the options.

Although our conclusions represent a solid consensus, we have touched in our discussions on a great many detailed issues that may need further consideration in the light of the Council's decision. These include the following:

- **The balance between the commercial and social purposes of a new 'social landlord'**
- **Opportunities to deliver estate regeneration that will also offer community and economic benefits**
- **Criteria for the regeneration of estates and the value of residents' charters**
- **Use of digital technology and 'channel shifting' to provide service intelligence**
- **Options for infill and redesign on existing estates**

- **Policy and action on void properties**
- **Numbers of new homes to meet different needs in different parts of the Borough**
- **Approach to, and models of, resident involvement**
- **Strategic value and potential impact of fixed term tenancies**
- **Options to enhance tenancy conditions, such as rights of succession**
- **Options for sheltered and other types of supported housing**
- **Housing services for people with disabilities**
- **Leaseholder involvement and test of opinion**
- **Housing needs of young people and pathways into home ownership**
- **The name and branding of the new organisation**



Our conclusions are summarised in the sequence of numbered paragraphs below:

1. Safeguarding

In order to safeguard the homes presently owned by the Council for the future, they need to be in the ownership, and under the management, of a new organisation, rooted in the Borough, with a clear focus on the business of housing and on providing quality services to residents, free from political cross-currents and wider public responsibilities.

2. Residents as custodians

To be sure of keeping its focus, the organisation and its values need themselves to be under the ownership – that is, the legal safekeeping – of residents through a membership-based constitution, such that any significant change to the organisation's aims, values or rules would have to be approved by the membership of residents.

3. Resident support

Our experience as a Commission has made it clear to us that to achieve this sense of ownership there is work to be done to raise the awareness and promote the engagement of residents. Of course, any proposal to transfer the Council's homes to a new organisation will need the support of residents and, specifically, a majority of tenants voting in favour in a ballot. In other words, if residents are not up for this, it won't happen.

4. Local community focus

We believe that residents are most likely to engage with personal and local issues – their home, their locality, their quality of life. Talking with residents

about creating a new organisation to own and run their homes means exploring what a new organisation could offer to residents as individual households and also what it could offer to their communities.

5. A sense of security

The offer to residents needs to be first of all an offer of security: for tenants through the terms of their tenancy agreement, and for all residents perhaps through a Residents' Charter. But there is another level of security in our proposal in that, as members, residents would themselves have ownership of the organisation, having the power to approve or reject changes in its rules and the way it is run.

“ On another, Borough-wide, level it is clear that a new organisation with over 17,000 homes would be a major local player with significant resources at its disposal. ”

6. 'Gateway' model

At a local, community level, the offer can go further. A 'community gateway' model provides for residents in local communities to take full control over their homes. This may not be an option that everyone would want to pursue, but the new organisation would at the very least have to operate at a community level, working with residents on raising service standards, making informed investment choices, supporting community initiatives and taking steps to improve things like energy costs, local jobs and training opportunities, and health and well-being.

7. Local leadership

On another, Borough-wide, level it is clear that a new organisation with over 17,000 homes would be a major local player with significant resources at its disposal: it would have the ability to drive up standards of accommodation and service delivery; to innovate and develop new partnerships; to use its purchasing power to deliver local social and economic benefits; to influence and build capacity in other sectors; to provide local leadership and promote fairness, social justice and inclusion.

“ **the debt cap is a dead hand on the standard of its accommodation** ”

8. Extra resources

Of course safeguarding is not just a question of ownership; it is also a question of stewardship. It is clear from the stock condition survey and financial modelling that meeting the investment needs of the housing stock, especially if there is to be any prospect of raising standards and keeping pace with lifestyle aspirations over the next generation, cannot be achieved without finding extra resources. If the Council retains ownership, the debt cap is a dead hand on the standard of its accommodation; if access to private borrowing is to be secured through a stock transfer, the problem of the outstanding debt on the HRA needs to be resolved.

9. New homes

But in addition to safeguarding and looking at the investment needs of existing homes, there has always been another important aspect to our remit,



namely, how to maximise investment in new homes. And on the assumption that there is considerable scope to provide new homes, we believe that this is where realistic opportunities to address the investment gap can be found. In simple terms, by using land currently in the HRA for the building of new homes, the value generated by market and sub-market sales can provide both new affordable homes and the resources to help meet the investment and modernisation needs of existing homes.

10. Stewardship

Arguably the option to deploy land value to release the resources for investment is available to the owner of the land, be it the Council or a new organisation. But the stewardship role, in which business decisions are grounded in a clear set of values and a focus on residents' interests, may sit more comfortably with the kind of organisation described above than with the local authority with its diversity of functions and wider strategic responsibilities. Indeed it may be that in its strategic role the Council can derive greater efficiency and better delivery outcomes from working with a strong external partner than by doing things itself.

11. Regeneration

If the development of new homes represents a positive and imaginative approach to safeguarding existing homes, it also potentially offers a new meaning to the term regeneration. Exploring the possibilities to build new homes may give rise to opportunities to remodel and improve estates – or to replace parts of them that don't work or are unpopular.

“...any plans for renewal, remodelling or replacement would have to emerge from discussions with residents, would have to have their support and would have to be under their control.”

12. Resident control

But whereas in the past the idea of regeneration has been seen as a threat, the principle of working with residents at a local level, being in the DNA of the new organisation, would mean that any plans for renewal, remodelling or replacement would have to emerge from discussions with residents, would have to have their support and would have to be under their control. And this provides an echo and reminder of the fundamental aim that led to the establishment of this Commission – to give residents ‘... ownership of the land their homes are on.’



Next steps

With this report we hope that we have satisfactorily completed the set of tasks the Council initially asked us to undertake, and that in doing so we have properly reflected the best interests of residents in our conclusions and recommendations.

Our recommendations outline some of the key next steps we think the Council should take to implement the best option for the future of council housing. These are mainly concerned with the delivery of a large scale voluntary transfer and include liaising with central Government, preparing a major engagement and communications programme, scoping the financial and resource requirements and embarking on a service transformation programme.

Should the Council decide to accept our recommendations then in our view it is essential that the momentum our




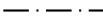
work has helped to build should not be lost through unnecessary prevarication or delay.

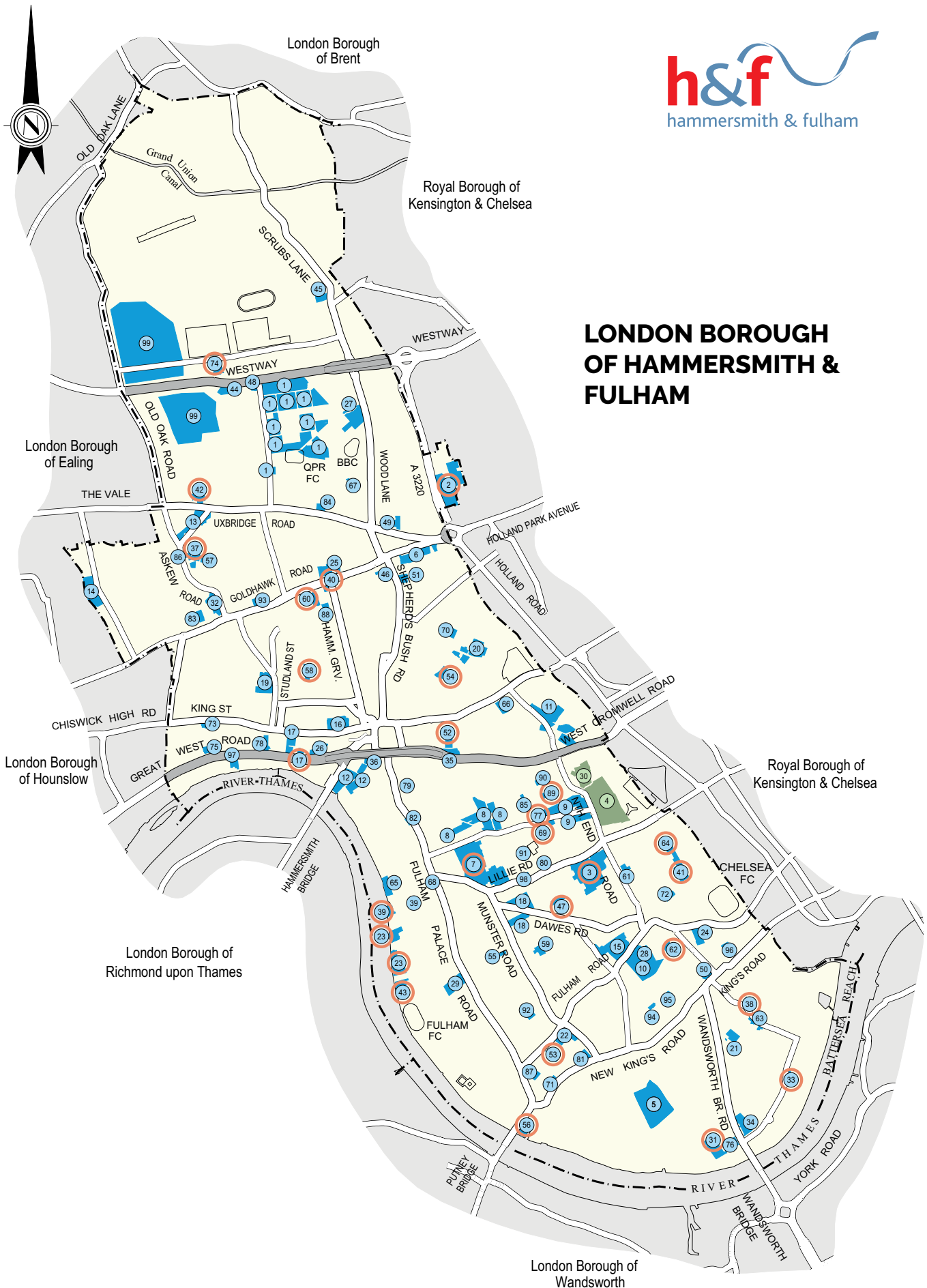
We are mindful of, and have drawn attention to, the fast-moving winds of the new policy climate. The implications of the recently published Housing and Planning Bill are not yet fully understood and the all-important Comprehensive Spending Review has not yet been published.

To be in the best position to understand and manage the impact of these and future changes it is in our view imperative to continue make progress with 'the change we need' in housing. The benefits of doing so – in terms of resident engagement, service transformation, financial planning and organisational capacity-building – will yield major gains for the Council, residents and staff whatever the outcome of the next leg of the journey.



- | | | |
|---|----------------------------------|--|
| 1. White City Estate | 46. Sulgrave Gardens Estate | 91. Musard Road |
| 2. Edward Woods Estate | 47. Rocque & Maton | 92. Burnfoot Avenue |
| 3. Clem Atlee Estate | 48. Creighton Close | 93. The Grange, Goldhawk Road |
| 4. West Kensington Estate | 49. Aldine Court | 94. Alex Gossip House |
| 5. Sullivan Court | 50. Broxholme House | 95. Cyril Thatcher House/
Eric MacDonald House/
Richard Knight |
| 6. Charecroft Estate | 51. Charcroft Court | 96. Dan Leno Walk |
| 7. Brecon Estate | 52. Waterhouse Close | 97. Mylne Close Estate |
| 8. Margravine | 53. Ethel Rankin Court | 98. Lintaine Close |
| 9. Maystar | 54. Planetree Court | 99. Wormholt Estate |
| 10. Fulham Court | 55. Wyfold Road | |
| 11. Lytton Estate | 56. Swanbank Court | |
| 12. Queen Caroline Estate | 57. Hadyn Park Court | |
| 13. Becklow Gardens | 58. Banim Street | |
| 14. Emlyn Gardens Estate | 59. St Peters Terrace | |
| 15. Lancaster Court | 60. Underwood House | |
| 16. Ashcroft Square Estate | 61. Da Palma Court | |
| 17. Riverside Gardens | 62. Barclay Road | |
| 18. Aintree Estate | 63. Stanford Court | |
| 19. Flora Gardens Estate | 64. Viking Court | |
| 20. Springvale | 65. Rainville | |
| 21. Bulow | 66. Munden Street | |
| 22. Arthur Henderson/
William Banfield | 67. Frithville Gardens | |
| 23. Blakes Wharf | 68. Cobbs Hall | |
| 24. Walham Green Court | 69. Browning Court | |
| 25. William Church Estate | 70. Bradford & Burnand
Houses | |
| 26. Aspen Gardens | 71. Bearcroft House | |
| 27. Wood Lane Estate | 72. Farm Lane | |
| 28. Barclay Close | 73. Standish House | |
| 29. Robert Owen House | 74. Rosewood Square
Estate | |
| 30. Gibbs Green Estate | 75. Chisholm Court | |
| 31. Philpot Square | 76. Carnwath House | |
| 32. Kelmscott Gardens | 77. Verker Road 50 | |
| 33. Watermeadow Close | 78. Marryat Court Estate | |
| 34. Townmead Estate | 79. Yeldham House | |
| 35. Linacre Court | 80. Lillie Mansions | |
| 36. College Court | 81. Laurel Bank Gardens | |
| 37. Malvern Court | 82. Keir Hardie House | |
| 38. Manor Court | 83. Ashchurch Park Villas | |
| 39. Crabtree/Wheatsheaf
Wharf | 84. Arlington House | |
| 40. Verulam House | 85. Robert Gentry House | |
| 41. Seagrave Road | 86. Hadyn Park Road
67-105 | |
| 42. Askham Court | 87. Burlington Place | |
| 43. Etemit Wharf Estate | 88. Benbow Court | |
| 44. Wengham/Hayter/
Orwell | 89. Vereker Road 25 | |
| 45. Woodman Mews Estate | 90. Vereker Road 1 | |

KEY	
	LBHF Housing Estates
	West Kensington and Gibbs Green Estates
	Sheltered Housing
	Borough Boundary
<p>This map does not show approximately 2,200 dispersed street properties that also form part of the LBHF housing stock</p>	



LONDON BOROUGH OF HAMMERSMITH & FULHAM

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NOT TO SCALE
Drawing No. 88600/167/4/A
October 2015

APPENDIX A

Retention and Transfer: a table of comparisons

Stock Retention	Issue/ criterion	Stock Transfer
More control could be offered than the current level – for example through TMOs or estate boards. But ultimately options are limited by the nature of council ownership. Councillors would always have the final say in a democratic organisation.	Opportunities for resident control	More control could be offered than the current level. The resident-led (or strongly resident influenced) board of a new housing association would have the final say on the options for control on offer to tenants and leaseholders.
Principle of “not fettering future discretion” applies. Any single political administration at the council could offer greater safeguards – but these could always be revoked or revised by any future political administration.	Ability to safeguard residents’ homes and estates	Greater safeguards could be both offered and maintained as these issues would come under the direct control of the resident led (or strongly resident influenced) board of a new housing association.
Provided through the statutory Secure tenancies offered by local authorities. Councils have both defined and limited grounds for possession. Tenancy agreement may be varied following consultation.	Security of tenure	Provided through the contractual framework of Assured tenancies as supplemented by any additional terms offered to tenants voting in a ballot. The Council would safeguard the ‘offer’. Tenancy agreement may only be varied with tenant’s consent.
For all practical purposes, both rents and benefit thresholds are set by central Government. Previously the Council had some discretion here, but that was removed by the Chancellor’s summer 2015 budget for at least the next four years.	Affordability for residents	Rent levels and benefit levels are set by central Government. Housing associations have had to follow central Government/ HCA requirements on rent levels for many years now and there is no evidence that this will change in the future.

Stock Retention	Issue/ criterion	Stock Transfer
<p>Councils are democratic bodies and most council tenants and leaseholders are also local electors. Accountability for housing decisions is via the council's Cabinet of elected Councillors. Regulation is through the HCA and, to an extent, the Council's auditors.</p>	<p>Accountability and regulation</p>	<p>The ultimate regulators would be the HCA who set standards and ensure compliance. Within the housing association, the board is likely to have a direct line of accountability to residents – for example through an open membership arrangement.</p>
<p>Subject to standards required of public bodies. No direct input by tenants and leaseholders to council policy making on housing.</p>	<p>Policy and operational standards (for example, housing service standards, complaints and equality and diversity)</p>	<p>At the national level, subject to the operational standards set by the HCA/GLA under their statutory powers. The resident-led (or strongly resident influenced) board of the housing association would direct these standards and policies.</p>
<p>Subject to the financial capacity of the HRA. The 2015 rent reductions mean that a potentially significant element of capital expenditure must be deferred, or a programme of substantial reductions in management costs would have to be implemented to avoid the Council breaching its HRA debt cap.</p>	<p>Investment and timing of investment</p>	<p>Subject to the financial capacity of the housing association business plan and supported by bank lending. There is no equivalent to the HRA debt cap to artificially limit expenditure. But borrowing always has to be affordable and paid back.</p>
<p>To March 2015, the 40 year HRA business plan was tight, but viable. Now it is subject to a number of negative influences including rent reductions that would mean deferring investment and future loss of stock or funds from the compulsory sale of high value voids.</p>	<p>Financial viability (of business plan)</p>	<p>The housing association's business plan would be set around the net income generated by the housing stock over 30-40 years and so would automatically pick up all planned and necessary expenditure. Plans would be scrutinised by the regulators and by funders.</p>

Stock Retention	Issue/ criterion	Stock Transfer
<p>HRA is ring fenced so only HRA resources can be spent on local authority housing. Previously, some central Government programmes have supplemented this, but none are on offer at present.</p>	<p>Access to other sources of funding</p>	<p>The vast majority of housing associations are not-for-profit and many are charities or have charitable aims and objectives. They can therefore bid for and access external funding to support specific projects. However this capacity is relatively small scale.</p>
<p>Some small scale new build programmes are in place. Borrowing to build new council homes is always subject to the HRA debt cap.</p>	<p>Ability to deliver new housing</p>	<p>Any new housing association would include in its business plan the borrowing it needed to deliver ambitious but affordable new housing programmes. This borrowing would be limited by the ability of the properties to generate rent and/or sales, but not by a mechanism equivalent to the HRA debt cap.</p>
<p>The position has improved of late, but the Council could do more to engage and communicate with tenants and leaseholders. All communications need to be in line with the Council's corporate brand identity.</p>	<p>Ability to engage and communicate effectively</p>	<p>Some regulatory guidance around these issues, but policy on engagement and communication is almost entirely in the hands of the resident-led (or strongly resident influenced) board.</p>
<p>Although theoretically independent, UK local government is a creature of statute and is also often subject to close central Government control.</p>	<p>Organisational independence</p>	<p>Housing associations are independent bodies – although the Office for National Statistics is currently reviewing how their borrowing should be classified.</p>
<p>The housing service is part of a larger democratically-controlled organisation. Some non-housing services contribute to housing management and so charge costs to the HRA.</p>	<p>Corporate impacts on the Council</p>	<p>A housing transfer would mean some council staff transferring to a new not for profit landlord and others providing services to it contractually. The Council would have to bear some loss of recharges to its General Fund and other costs if HRA debt is repaid earlier than planned.</p>

Stock Retention	Issue/ criterion	Stock Transfer
<p>Council tenants and leaseholders are also council tax payers. For the most part, the ring-fenced nature of the HRA means that HRA financial matters don't impact on council tax payers.</p>	<p>Impact on council tax payers</p>	<p>Transferring tenants and leaseholders would still be council tax payers. Some of the costs of a transfer would be borne by the council's General Fund. Longer term, council tax payers may benefit from increased levels of new housing in the Borough and more employment opportunities locally.</p>
<p>The impact of both tighter HRA finances and the enforced sale of voids probably means a gradual reduction in staffing levels. Housing will also be affected by the wider reductions in staffing as the Council continues to implement nationally imposed cuts.</p>	<p>Impact on current housing staff</p>	<p>Most council housing staff would transfer to the new housing association. Those providing services through contractors would probably not be affected if contracts are also transferred.</p>
<p>Very much as in the present arrangements. A future retention option in itself neither boosts nor limits the Council's ability to innovate or build new partnerships.</p>	<p>Scope for innovation, partnership, wider impacts on local economy and new service solutions</p>	<p>Increased capacity for innovation and partnership – including any new housing association partnering with the Council itself. Greater levels of affordable housing would impact on the wider community. A new housing association with over 17,000 units would be a major player in the Borough and in London.</p>
<p>Incoming political administrations can set the tone for organisational culture throughout the council. Councils are large organisations and this affects their ability to be flexible and agile.</p>	<p>Organisational culture, agility and flexibility</p>	<p>Opportunity to review and focus on a new organisational culture. The resident-led (or strongly resident influenced) board would set the strategy for this alongside any new executive team that is put in place.</p>

APPENDIX B

Members of the Commission

**The Right Honourable
Keith Hill (Chair)**

Peter Bevington

Shirley Cupit

Joanne Drew

Paul Ekudo

John Ghazi Quick

Mathias Kulubya

Anthony Mason

Andy Robson

Sofia Saraiva

Kim Shearer

Anthony Wood

Lorna Wynter

APPENDIX C

Acknowledgments

We would like first to thank the tenants, leaseholders and freeholders across the Borough who have engaged with the Commission: who told us your views, priorities and concerns; attended public hearings; hosted meetings and coffee mornings at community halls; responded to our residents survey and patiently waited for us to deliberate as custodians of residents' interests. We would also like to thank all those members of staff who have contributed to our work through staff briefings, at our workshops and in helping us to organise events.

Second we would like to thank the Council, councillors and officers responsible for establishing the Commission and giving us the level of independence and support that we have received over the last nine months, with particular gratitude to the stalwart members of the Programme Team: **Charles Hyde, Dorothy Sturzaker, Ayesha Ovaisi** and **Labab Lubab**.

Third we would like to thank the Housing Organisations who hosted study visits for the Commission; namely,

Barnet Homes

Catalyst Housing Group

Hammersmith United Charities

Kensington & Chelsea TMO

Phoenix Community Housing

Poplar HARCA

Shepherds Bush Housing Group

Wandsworth Council

Watford Community Housing Trust

Fourth we would like to thank the residents and officers who gave evidence to our public hearings and to the external speakers who fed us a wealth of insight from beyond the Borough; namely,

Andrew Brown, Acquisitions & New Business Manager, Octavia Housing

Babu Bhattacharjee, Director for Neighbourhoods & Communities, Poplar Harca

Brendan Sarsfield, Chief Executive, Family Mosaic

Cheryl Gale, Chief Executive, London Plus Credit Union

Clarissa Stoneham, Financial Capability & Inclusion Manager, H&F Citizens Advice Bureau

Greg Wheeler, Director, Savills (UK) Ltd

Ian Doolittle, Partner - Housing, Trowers & Hamblins LLP

Jim Ripley, Chief Executive, Phoenix Community Housing

John D'Souza, Partnering Manager, Mitie Property Services (UK) Limited

Kate Dodsworth, Executive Director, People and Strategy, AmicusHorizon

Lee Page, Tenant Management Initiatives Manager, Southwark Council

Mark Brayford, Head of Development & Renewal, Genesis Housing Association

Martyn Watkins, Director of Housing Division, Capita Property & Infrastructure Ltd

Paul Doe, Chief Executive, Shepherds Bush Housing Group

Pete Redman, Managing Director, Policy and Research, TradeRisks Ltd and former Chair of Ducane Housing Association

Rowann Limond, Director of Finance, Brent Housing Partnership

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Simon Messenger, Contract Director, Pinnacle Housing Ltd

Stephen Howlett, Chief Executive, Peabody Group

Tina Barnard, Chief Executive, Watford Community Housing Trust

Finally, but by no means least, we would like to thank the external advisers who have offered expert, considered opinion throughout the Commission's work; namely, **Capita Property & Infrastructure Ltd, Savills (UK) Ltd, SKV Communications Ltd, TPAS UK Ltd, Trowers & Hamblins LLP.**

APPENDIX D

Commission papers

In addition to the agendas and minutes of the Residents' Commission's meetings, notes of Commission workshops and transcriptions of the public hearings represent a public archive of our work that can be accessed through our website at www.hf-residents-commission.org.uk.

Also archived and accessible via the website are our monthly newsletters, the various submissions we received from a number of organisations and individuals and various other key documents including the following:

Residents' Commission Core Documents

Terms Of Reference

Glossary of key terms

Communications and Consultation Strategy

Residents survey questionnaire

Some of the reports considered by the Residents' Commission

LBHF reports

The Council's Housing Strategy – Delivering the Change We Need – Housing Department 2015

Improving the Customer Experience – Housing & Regeneration Department, Borough Forum, June 2014

Stock Options Appraisal Report, 2003

Report on the Reintegration of H&F Homes to the Council, 2011

Government publications

Draft Welfare Reform and Work Bill – DWP July 2015, link to Parliament page

Pay to Stay consultation – DCLG October 2015

Draft Housing & Planning Bill – DCLG, 13 October 2015, link to Parliament page

Housing Association and other publications

Social & Economic Regeneration Impact report 2014-2015 – Genesis Housing Association

Community Investment Impact Report 2015 – Peabody

Success, Satisfaction and Scrutiny Report – AmicusHorizon

Changing places: how can we make resident involvement relevant? – Family Mosaic

Housing Associations of 2020: Distinctive by Design – PWC November 2014

Impacts of Housing Stock Transfers in Urban Britain – Joseph Rowntree Foundation

21st Century Public Servant – University of Birmingham

What you need to know about the proposal to extend the right to buy – National Housing Federation

Community Land Trusts Briefing 2015 – TPAS

'Redefining density' joint report 2015 – Savills with London First



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H&F RESIDENTS'
COMMISSION ON
COUNCIL HOUSING

2015 STRATEGIC HOUSING STOCK OPTIONS APPRAISAL

PREPARED BY HAMMERSMITH & FULHAM COUNCIL
FOR H&F RESIDENTS' COMMISSION ON COUNCIL HOUSING

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Note: Annex references below are the same as those for the 7 December 2015 Cabinet Report which will include the Residents' Commission Report as Annex A.

The 2015 Stock Housing Stock Options Appraisal Report (this report) is Annex B.

Annexes referred to in this report are:




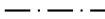
Annex C – Savills' Stock Condition Survey Report

Annex D – Capita's Financial Appraisal Report

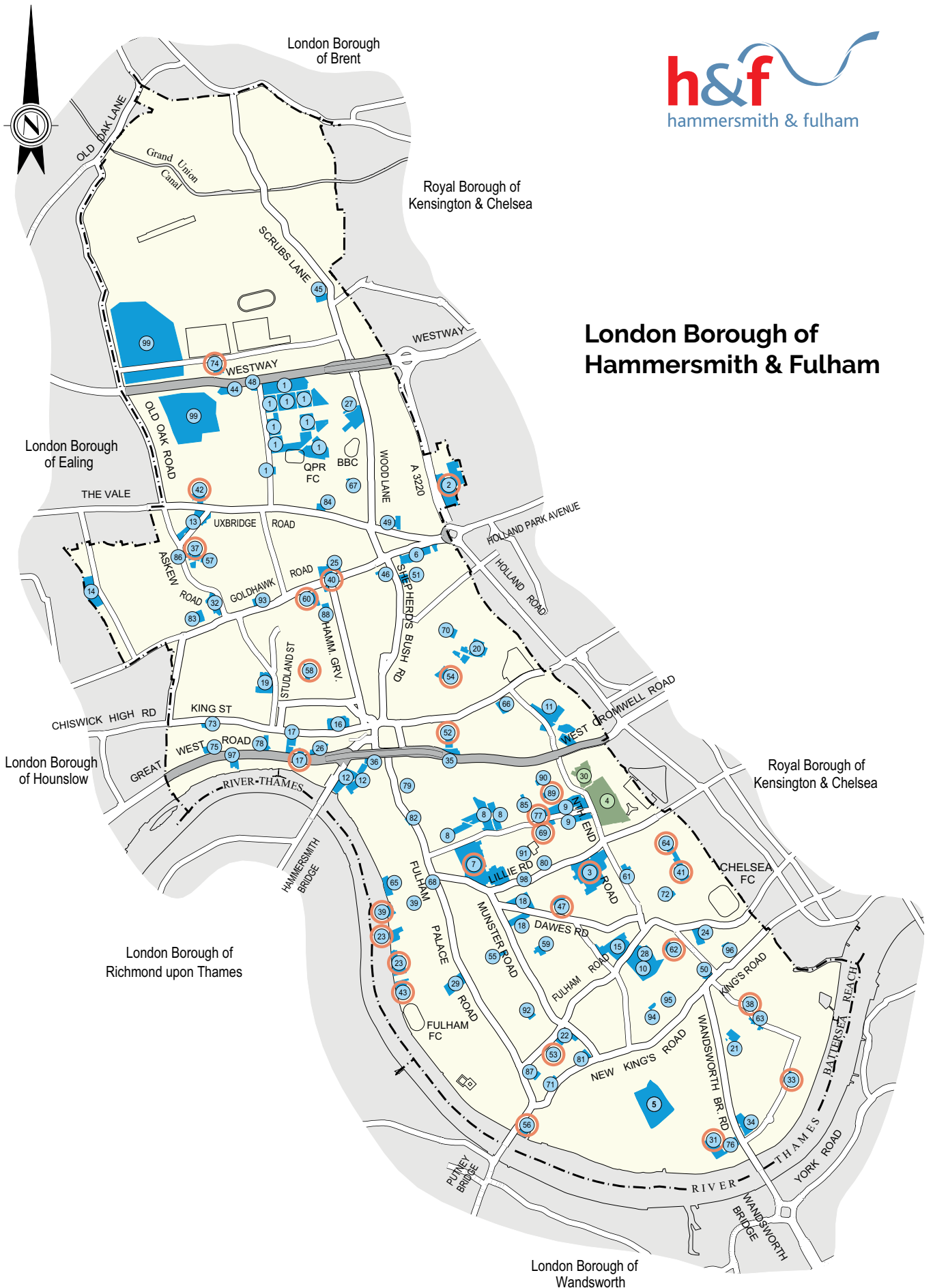
Annex E – TPAS Independent Tenants' & Leaseholders' Adviser Report

- | | | |
|---|----------------------------------|--|
| 1. White City Estate | 46. Sulgrave Gardens Estate | 91. Musard Road |
| 2. Edward Woods Estate | 47. Rocque & Maton | 92. Burnfoot Avenue |
| 3. Clem Atlee Estate | 48. Creighton Close | 93. The Grange, Goldhawk Road |
| 4. West Kensington Estate | 49. Aldine Court | 94. Alex Gossip House |
| 5. Sullivan Court | 50. Broxholme House | 95. Cyril Thatcher House/
Eric MacDonald House/
Richard Knight |
| 6. Charecroft Estate | 51. Charcroft Court | 96. Dan Leno Walk |
| 7. Brecon Estate | 52. Waterhouse Close | 97. Mylne Close Estate |
| 8. Margravine | 53. Ethel Rankin Court | 98. Lintaine Close |
| 9. Maystar | 54. Planetree Court | 99. Wormholt Estate |
| 10. Fulham Court | 55. Wyfold Road | |
| 11. Lytton Estate | 56. Swanbank Court | |
| 12. Queen Caroline Estate | 57. Hadyn Park Court | |
| 13. Becklow Gardens | 58. Banim Street | |
| 14. Emlyn Gardens Estate | 59. St Peters Terrace | |
| 15. Lancaster Court | 60. Underwood House | |
| 16. Ashcroft Square Estate | 61. Da Palma Court | |
| 17. Riverside Gardens | 62. Barclay Road | |
| 18. Aintree Estate | 63. Stanford Court | |
| 19. Flora Gardens Estate | 64. Viking Court | |
| 20. Springvale | 65. Rainville | |
| 21. Bulow | 66. Munden Street | |
| 22. Arthur Henderson/
William Banfield | 67. Frithville Gardens | |
| 23. Blakes Wharf | 68. Cobbs Hall | |
| 24. Walham Green Court | 69. Browning Court | |
| 25. William Church Estate | 70. Bradford & Burnand
Houses | |
| 26. Aspen Gardens | 71. Bearcroft House | |
| 27. Wood Lane Estate | 72. Farm Lane | |
| 28. Barclay Close | 73. Standish House | |
| 29. Robert Owen House | 74. Rosewood Square
Estate | |
| 30. Gibbs Green Estate | 75. Chisholm Court | |
| 31. Philpot Square | 76. Carnwath House | |
| 32. Kelmscott Gardens | 77. Verker Road 50 | |
| 33. Watermeadow Close | 78. Marryat Court Estate | |
| 34. Townmead Estate | 79. Yeldham House | |
| 35. Linacre Court | 80. Lillie Mansions | |
| 36. College Court | 81. Laurel Bank Gardens | |
| 37. Malvern Court | 82. Keir Hardie House | |
| 38. Manor Court | 83. Ashchurch Park Villas | |
| 39. Crabtree/Wheatsheaf
Wharf | 84. Arlington House | |
| 40. Verulam House | 85. Robert Gentry House | |
| 41. Seagrave Road | 86. Hadyn Park Road
67-105 | |
| 42. Askham Court | 87. Burlington Place | |
| 43. Etemit Wharf Estate | 88. Benbow Court | |
| 44. Wengham/Hayter/
Orwell | 89. Vereker Road 25 | |
| 45. Woodman Mews Estate | 90. Vereker Road 1 | |

KEY

-  LBHF Housing Estates
-  West Kensington and Gibbs Green Estates
-  Sheltered Housing
-  Borough Boundary

This map does not show approximately 2,200 dispersed street properties that also form part of the LBHF housing stock



London Borough of Hammersmith & Fulham

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October 2015



EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Why this stock options report has been prepared?

The Council decided in December 2014 to undertake a strategic housing stock options appraisal process which would examine the long term future housing investment needs of its housing stock. In addition to that, the Council agreed to establish a Residents' Commission with an independent chair and 12 members whose membership would have a resident majority. The remit of the Commission was to "*consider the best options for the future of social housing in the borough*". The core elements of the Residents' Commission's brief were to consider how to:

- Safeguard Council homes and estates for the future
- Protect tenants' rights and keep rents and charges at levels residents can afford
- Give residents greater local control over their homes
- Fund improvement to homes and housing services

The Residents' Commission will be reporting separately, but they will be drawing on the content of this report to make their recommendation to the Council. They will consider both the report's appraisal information but also their own findings. As part of the Commission's process they have received advice from an independent

tenants' and leaseholders' adviser, and from legal and other experts to help inform their process.

What is this appraisal report about?

This appraisal report is about three things:

- **What condition the stock is in now**
- **How much money is needed to improve and maintain it**
- **What models of ownership and management – basically stock retention by the Council or stock transfer to a new organisation – need to be considered to secure the investment needed**

What is the council's housing stock condition and what investment does it need?

Overall, the condition of the stock is on average good, partly because of the Decent Homes investment undertaken and stock investment since. Over a 40 year period, the investment needs of the stock have been identified as totalling £1.4 billion, a level of investment required to maintain the stock to a reasonable standard. This has a considerable impact upon the decision to retain the stock or transfer to a new organisation.

What next?

The Residents' Commission will consider the stock options – stock retention or stock transfer – as set out in Section 8 of this report to deliver their objectives and make their recommendation to the Council.



**REASONS FOR THIS
STOCK OPTIONS
APPRAISAL REPORT**

1.1 REPORT SUMMARY

This section of the report describes the reasons for preparing this report, technical pieces of work that underpin it and the “strategic oversight” role of the Residents' Commission.

The Administration elected in May 2014 made a number of election commitments on delivering change to housing in the Borough. Two specific commitments on council housing included:

- Taking measures to protect council homes now and in the future
- Working with council housing residents to give them ownership of the land their homes are on

Linked to these two commitments, was a further commitment to review the Borough's land holdings and make maximum use of them for new affordable house building. This is returned to later in this stock options appraisal document.

The decision to undertake a Strategic Housing Stock Options Appraisal (SHSOA) process and establish the Residents' Commission was discussed and agreed by the Council's Economic Regeneration, Housing and the Arts Policy and Accountability Committee on 11 November 2014 and subsequently approved by the Council's Cabinet on 1 December 2014.

In taking forward the first two commitments above, the Council initiated two actions:

Firstly, it established a Residents' Commission to review the future of council housing in the Borough. The Commission would be independently chaired, but with a resident majority amongst its membership. The Commission announced the

appointment of its Chair, the Right Honourable Keith Hill on 16 February 2015 and the Commission's membership was announced on 11 May 2015. The remit of the Commission was to “*consider the best options for the future of social housing in the Borough*”. The key elements of its remit were to:

- Safeguard Council homes and estates for the future
- Protect tenants' rights and keep rents and charges at levels residents can afford
- Give residents greater local control over their homes
- Fund improvement to homes and housing services

Secondly, it initiated a SHSOA process to examine what option (or options) could meet the Residents' Commission's priorities. In addition, an in depth financial appraisal would be carried out to establish the financial viability of retaining the current housing stock under the management of the Council or transferring the stock to another Registered Provider of affordable housing, i.e. a housing association. The Cabinet Report set out a number of possible types of Registered Provider models resulting from recent stock transfers.

Two core components of the Options Appraisal process would require a condition survey of the Council's housing stock which would assess its current condition and estimate its future investment requirements (see Section 6). This would inform a further piece of work to examine what the financial requirements would be to

meet the investment needs identified and what stock options – principally stock transfer or stock retention – would deliver the core and broader outcomes the Residents' Commission were seeking.

1.2 WHY UNDERTAKE A STOCK OPTIONS APPRAISAL

As set out in the 1 December 2014 Cabinet Report initiating the Strategic Housing Stock Options Appraisal process was considered necessary for the following reasons:

“A Strategic Housing Stock Options Appraisal on a regular basis is considered to be good practice in order to achieve the best value possible from ongoing maintenance and repairs, but the potential costs and the lack of a guaranteed outcome should be carefully considered and therefore regular reviews are built in through the process to ensure that the process does not continue to work up unviable options.” (Cabinet Report - 1 December 2014, Section 1.6)

In addition the Cabinet Report stated that the Council had not undertaken a full Stock Options Appraisal since 2003 and given that the Administration was keen to devolve more control to the community, tenants would need to be involved in an accountable and transparent options appraisal process.

The Residents' Commission was established to meet these needs, and it was noted that any recommendation leading to a substantial change, such as stock transfer, would likely need to be put before tenants in a potential ballot.

As set out in the 1 December 2014 Strategic Housing Stock Options Appraisal Cabinet Report, two processes were initiated:

- Establish the Residents' Commission
- Undertake a Strategic Housing Stock process

The initiatives would run in tandem, but the Residents' Commission would have 'strategic oversight' of the Options Appraisal process.

1.3 REPORT OBJECTIVE

The objective of this report is to present, and promote appraisals of, the options for the future of the Council's housing stock.

The remainder of this report is structured as follows: Section 2 describes council housing in Hammersmith & Fulham. Section 3 describes the context and drivers for change, providing a backdrop and a connection with the stock options appraisal process. Section 4 describes how this report was undertaken, principally how the Council went about the programme, with specific reference to the work of the Residents' Commission. Sections 5, 6 and 7 host the executive summaries of the work on stock condition; the financial appraisal; and the independent tenants' and leaseholders' adviser's report. Section 8 of the report focuses evaluation criteria and options assessment and Section 9 focuses on the issues associated with pursuing the stock transfer option.

It will be for the Residents' Commission to consider which stock option best meets the priorities that it has been charged with adhering to and make its recommendation (or recommendations) accordingly.





COUNCIL HOUSING IN HAMMERSMITH & FULHAM

2.1 BOROUGH PROFILE – GEOGRAPHY AND PEOPLE

Hammersmith & Fulham is situated in the centre-west of London on the transport routes between the City and Heathrow airport. It borders the boroughs of Brent to the north, Kensington & Chelsea to the east, Wandsworth and Richmond-upon-Thames to the south, and Ealing and Hounslow to the west. The borough has three thriving town centres – Hammersmith, Fulham and Shepherd's Bush.

It is the fifth smallest local authority in the country, covering 1,640 hectares (Census 2011). H&F is made up of 16 electoral wards from College Park & Old Oak in the north to Sands End in the south. (Source: p 9/10 Strategic Housing Market Assessment 2014)

The borough accommodates people from many different social and economic backgrounds, ethnicities and faiths. Almost 12% of the population are of Black origin; 9% of Asian ethnic origin; 6% of mixed origin and; 4% are of Irish origin. The borough's school children speak over 100 languages. Foreign-born residents made up 43% of the Borough's population in 2011, in comparison to London overall at 37% and England & Wales at 13%.

The most common foreign languages spoken in the Borough are Arabic, Somali, Spanish, Polish, Portuguese, French, Persian/Farsi and Tagalog/Filipino.

The population is comparatively young with over three quarters of the total population being of working age. There are comparatively low proportions

About the people who live in Council Housing:

- the number of people – adults and children – living in council housing is estimated to be just under 28,000 out of an estimated total of 180,000 living in the borough
- the economic activity profile of people living in council housing reflects the following: 26% of one of the heads of households in council housing was in full time employment with a further 11% in part time employment. 24% were retired with a further 12% long term sick or disabled. 7% were self employed
- the ethnic profile of people living in council housing includes the following: 35% White British; 14% Black African; 10% Black Caribbean; 8% mixed; 8% All Asian groups; 4% White Irish
- the household composition of people living in council housing was as follows: 28% were single adults; 17% were single elderly; 16% were lone parents with dependent children; 10% were couples with dependent children; 9% were lone parents with no dependent children

Source: H&F Performance & Information (Sept 2015) drawn from the 2011 Census

of the population that are children or older people; with low levels of households that contain children, and very high levels of single person households.

Since the 2001 Census the Hammersmith & Fulham population has increased by 10.4% to 182,493. The population is expected to rise by 3.1% between 2014 and 2025. The 2011 census showed that there were 82,390 households in Hammersmith & Fulham. The 2013 GLA (central trend) projections show that the number of households is expected to increase

by 1.5% between 2014 and 2019 (1,177 households); and by 2.7% up to 2024 (2,128 households) and by over 6% to 2,041 (almost 5,000 households).

However, the Borough is one of contrasts with some pockets of significant deprivation in close proximity to areas of relative wealth. There are four output areas that fall into the 10% most deprived areas in the country. These are found in a number of social housing estates: White City (north western part); Charecroft; Clem Attlee; and Wormholt North.

2.2 CENSUS 2011 HOUSING TENURE PROFILE

The tenure profile for the Borough is as follows:

Tenure	Number of Homes	% of Homes
Owner Occupied (without mortgage)	12,777	15.9%
Owner Occupied (with mortgage)	14,620	18.1%
Shared Ownership	1,257	1.6%
Council Rented	12,683	15.7%
Housing Association Rented	12,450	15.4%
Private Rented (inc rent free)	26,803	33.3%
Total	80,590	100%

Source: Borough Profile 2014 (May 2014) from Census in 2011

In comparison to the information generated in 2001, there were two marked changes in the tenure profile. Owner occupiers (with and without mortgages) fell from 43% in 2001 to 34% in 2011. There was a corresponding increase in the private rented sector from 23.4% to 33.2%. During this time the population increased from 165,242 to 182,493. A further increase to 185,237 was estimated in 2013.

Specifically in relation to the Council's housing stock, this declined from 19.2% of the housing stock in the borough in 2001 to 15.4% in 2011. Housing association rented stock has increased slightly from 13.5% to 15.4% over the same period.

2.3 COUNCIL HOUSING STOCK PROFILE

As of July 2015, there were 12,260 council rented homes and 4,858 leasehold (and other forms of ownership) homes, totalling 17,102 homes. The council rented homes figure includes the 538 council rented homes and 149 leasehold homes on West Kensington West Kensington and Gibbs Green which have been sold to Capital & Counties PLC (Capco).

The Council's housing stock – council homes rented and sold - has the following bedroom mix profile:

H&F Council Rented & Sold (e.g., including leaseholders' and freeholders' homes) - Bedroom Mix Profile

	BS	1BR	2BR	3BR	4BR	5BR	6BR	Other	Total
%	6.2%	32.3%	34.5%	20.5%	5.6%	0.5%	0.1%	0.2%	100%

Note: Council = council rented home; Equity Sh = Equity Share home; Freehold = former council rented property sold as a freehold on HRA land; Leasehold = former council rented property sold as a lease in an HRA building/land.

The Council's housing stock – council rented homes only - has the following bedroom mix profile:

H&F Council Rented Homes - Bedroom Mix Profile

	BS	1BR	2BR	3BR	4BR	5BR	6BR	Other	Total
%	4.8%	34.8%	33.6%	19.7%	6.3%	0.6%	0.1%	0.0%	100.0%

2.4 COUNCIL HOUSING STOCK DESCRIPTION

The residential stock is overwhelmingly flatted accommodation and predominantly situated in medium-rise or high-rise blocks. Nearly half of the stock dates to before the Second World War and includes a significant number of acquired street properties, many of which have been converted into flats.

Traditional dwellings of brick construction predominate, accounting for 87% of the stock. The remainder are predominantly high-rise blocks of in-situ and/or Precast Reinforced Concrete (PRC) construction together with a small number of Cornish units. A significant 39% of dwellings are in blocks with flat asphalt or felt roofs and no pitched-roof conversions have taken place since 2005. Materials employed for roof coverings, as with walls, generally reflect the property age, 72% of the stock now has low-maintenance PVCu or aluminium windows compared to 41% in 2001. The majority of other dwellings, mostly street-based, retain timber single-glazed sashes or casements. A number of dwellings have a mix of window materials, normally the legacy of piecemeal replacements, but in some cases the result of planning constraints.

In addition, the Housing Revenue Account owned stock includes a significant number of non-residential assets including commercial premises, resident and community halls, garages, sheds and parking spaces. Specific strategies are either in place or being developed for these assets.

The **Housing Types** that make up the council housing rented stock are as follows:

Bedsits	5%
Flats	70%
Maisonettes	15%
Houses	10%

The **Stock Age** is as follows:

Pre 1919	20%
1919-44	24%
1945-64	21%
1965-79	31%
Post 1980	4%

The **Stock Archetypes** (i.e., building characteristics) are as follows:

Houses pre 1945	8%
Houses post 1945	2%
Low-Rise Flats (2-3 storeys)	7%
Medium-Rise Flats (4-5 storeys)	60%
High-Rise Flats (6+ storeys)	23%

Source: H&F Asset Management (July 2015)

2.5 COUNCIL HOUSING SERVICE DELIVERY

The Council provides a wide-ranging set of housing services, funded from the Housing Revenue Account (HRA).

Some of the services the Council provides are 'contracted out' to private sector organisations, chief amongst these are Mitie Property Services Ltd. who deliver repairs and maintenance services and Pinnacle Housing Ltd. who provide housing management services for housing stock in the south of the borough and caretaking services across the borough. Services that are funded from the HRA include:

- Housing and estate management
- Void (empty homes) management
- Allocation of accommodation
- Granting of tenancies
- Rent collection
- Garage and pramshed provision
- Asset management comprising:
 - Day to day repairs and maintenance
 - Programmed and Cyclical maintenance
 - Major repairs and improvements

Some of these services are provided to leaseholders and freeholders who have bought their homes under the Right to Buy or have bought them on the open market from leaseholders or from the Council under the former Administration's disposals programme.

2.6 RESIDENT SATISFACTION

Residents' satisfaction and contractor performance are measured through a performance indicator mechanism.

Estate Service Performance focuses on:

- Customer satisfaction
- Dealing with customer complaints
- 'Excellent' or 'Pass' grading of inspection of repair works
- Fly tip removal response times
- Graffiti removal response times

At the last report to the former Tenants' and Residents' Forum (now replaced by the Housing Representatives' Forum) in March 2015, four out of five of the performance targets were being achieved.

2.7 IMPROVING RESIDENT INVOLVEMENT

A new outline Resident Involvement Structure was agreed in November 2014. During early 2015, officers from the Council's Resident Involvement Team worked with residents – tenants and leaseholders – to improve the Team's offer to resident-led groups are in the resident involvement structure.

The aim of these groups is to give residents an opportunity to:

- influence policy review and development
- monitor service delivery
- ensure that their priority areas are reflected in the work that the department undertakes
- promote more opportunities to influence how services are managed.

The agreed structure focused on four distinct elements:

- Consultation
- Governance/Quality Assurance
- Elected representation
- Recommendation Setting (i.e. decision-making)

Further work was undertaken by a 'task and finish' Resident Involvement Structure Group (RISG) in Spring and early Summer 2015 to consider the structure in more detail.

Some further revisions to the Resident Involvement Structure were agreed and the first meetings (morning and evening) of the Housing Representatives' Forum (replacing the former Tenants' and Residents' Forum) were held on 15 September 2015.

2.8 ASSET MANAGEMENT APPROACH TO COUNCIL HOUSING STOCK

The Council's housing investment approach is consolidated in the *Financial Plan for Council Homes* Cabinet Report adopted on 5 January 2015.

Following the agreement of that report (and also the approval of a £57.548m budget envelope for the housing capital programme by Budget Council on 25 February 2015), the Cabinet approved an HRA Housing Capital Programme for 2015/16 to 2017/18 financial years on 30 March 2015. The Council has an Asset Management Plan that was adopted in April 2013.

The types of work funded from the 2015/16 to 2017/18 Housing Capital Programme are as follows:

• Category 1: Prior Commitments

These expenditure items take priority as they will be existing contractual commitments generated from previously adopted schemes.

• Category 2: Statutory and health and safety works (capitalisation)

These expenditure items include fire safety improvements; water tank replacements; disabled adaptations; Landlord's electrical installations; capitalisation works (where day-to-day revenue expenditure is temporarily used to fund capital-type expenditure); and capitalisation of salaries and associated oncosts.

• Category 3: Mechanical and electrical works; building structure

These expenditure items will include communal boilers; heating distribution systems; communal extract fans; lift modernisation; cyclical planned maintenance; major external and communal refurbishment; controlled access (e.g., door entry systems).

- **Category 4: Internal amenities; estate works, and miscellaneous items**

These expenditure items include internal modernisation (e.g., renewal of kitchens; bathrooms; and electrical rewiring); Estate CCTV; minor estate improvement programme; other environmental projects; tenant hall refurbishment; play areas; provision for emergency capital works; and, an over-programming provision which allows for potential 'slippage' of committed expenditure in 2015/16, but will necessarily need to be paid for in future years.

The Housing and Planning Bill published in October 2015 includes proposals to give councils a legal duty

to guarantee the delivery of 200,000 Starter Homes for first time buyers; ensure all councils have their Local Plans in place by 2017; managing high value assets effectively by ensuring the sale of such council assets that can be used to support people into home ownership; give automatic planning permission in principle on brownfield assets.

The Welfare Reform and Work Bill published in July 2015 includes extensive changes to welfare benefits, tax credits and social housing rent levels, including lowering the benefit threshold. These and other changes are expected to contribute to approximately 70% of the £12bn - £13bn in welfare savings envisaged in the Summer Budget 2015.

2.9 AVERAGE COUNCIL HOUSING RENTS 2015/16

Average Council rents and service charges are as follows:

Bedrooms	2015/16 Average Rents	2015/16 Average Tenant Service Charge	Rent and Service Charge
Bedsit	£84.21	£6.98	£91.18
1	£100.72	£6.44	£107.17
2	£105.18	£8.55	£113.73
3	£121.63	£6.52	£128.15
4	£148.29	£3.66	£151.95
5	£162.98	£2.29	£165.27

Source: H&F Housing Finance (20 July 2015)

2.10 HOUSING REVENUE ACCOUNT (HRA) BASE POSITION

The cash turnover of the HRA in 2015/16 is expected to be £77.5m. The number of staff directly employed by the Council is 240. The most recent HRA position statement was agreed by the Council's Cabinet on 5 January 2015. This comprehensive report entitled *Financial Plan for Council Homes: The Housing Revenue Account Financial Strategy, 2015/16 Housing Revenue Account Budget and 2015/16 Rent Increase* covered in detail.

- **Proposals for a long-term 40 year financial plan for Council homes that do not depend on the sale of empty council homes to outside property investors**
- **Plans for the repair and maintenance of Council homes**
- **Proposals to reduce the rate which rents and service charges increase for tenants of Council homes each year**
- **The 2015/16 budget for Council homes (also known as the Annual Housing Revenue Account (HRA) budget) including the proposed increases in rents and tenants service charges for 2015/16.**

Since that report was adopted, the Chancellor of the Exchequer's summer 2015 Budget Statement set out a number of changes that will affect the future policy 'direction of travel' for social housing. The impact on the HRA (and this Housing Stock Options exercise) is significant, as described later on in this report.

2.11 CURRENT DEMAND FOR AFFORDABLE HOUSING (INCLUDING COUNCIL HOUSING)

In July 2015, there were 1,872 applicants who are both eligible and qualify to be on the Council's Housing Register. The 'rules' that set the eligibility and qualifying criteria are set out in the Council's Housing Allocation Scheme (December 2012). The rules for the Scheme are tightly defined, for example, applicants need to have been resident in the borough for at least 5 years in order to qualify to be on the register.

Proposed changes to the Housing Register being consulted on in the summer of 2015 involve the relaxation of the current criteria and are likely to increase the number of qualifying applicants to at least 2,300, subject to proposed changes being implemented.

By way of responding to identified housing need, in the last financial year (2014/15), the Council made 606 nominations to applicants on its register. The majority of these – 362 – were to council homes with the remainder – 244 – to housing association homes. What the table illustrates is the 'mismatch' between the high demand for family accommodation and the low supply of available stock to meet it. Whilst the Council was successful in allocating the 606 affordable rented homes in 2014/15 to those in need, new applicants requiring support are entered on the register meaning housing demand will continue to exceed supply.

The table below shows:

- the number of allocations that were made in 2014/15 broken down by size (but with sheltered homes as a separate category)
- what that means in terms of the average availability per week of different property types
- the number of households on the register waiting for accommodation of that size type (as at 21 June 2015)

Accommodation Size	Number of Allocations	Percentage of total Allocations	Average number per week	Number of qualifying applicants on the housing register
1 bed/studio	253	41.7%	4.9	338
2 bed	153	25.2%	2.9	957
3 bed	95	15.7%	1.8	316
4 bed (and above)	18	3.0%	0.3	175
Sheltered	87	14.4%	1.7	86
Total	606	100%	11.7	1,872

Source: H&F Housing Options (July 2015)



**CONTEXT AND
DRIVERS
FOR CHANGE**

3.1 DRAFT BOROUGH LOCAL PLAN

Since May 2014, the key local strategic documents that have been published have been the 'Issues and Options' Draft Local Plan in January 2015 and the Draft Housing Strategy in January 2015, a final draft of which was subsequently adopted in May 2015.

The **Draft Local Plan (January 2015)** is the Council's local spatial development strategy. When adopted, likely to be in late 2016, the Local Plan will be used, together with the Mayor of London's London Plan, to help shape the future of the borough and to determine individual planning applications and deliver development. It will be supplemented by Supplementary Planning Documents (SPDs) which will need to be in conformity with the Local Plan. The Draft Local Plan identified five regeneration areas which could host a significant amount of regeneration activity over the next twenty years. These are identified as follows:

- Old Oak Common Regeneration Area (including part of Park Royal)*
- White City Regeneration Area
- Hammersmith Regeneration Area
- Fulham Regeneration Area (which includes the Earls Court and West Kensington estates)
- South Fulham Riverside Regeneration Area

The Draft Local Plan included a vision for **Achieving sustainable communities** which featured the following principles:

- A place where people want to live and work, now and in the future.
- A clean and safe neighbourhood located in an area rich in opportunity.
- A housing mix by type, size and tenure that meets the needs of local people on a range of incomes.
- Types of residential development that are predominantly low or medium rise, consisting of houses, small scale developments of flats and maisonettes, modern forms of the traditional mansion block, with gardens and shared amenity space in street based layouts, rather than inward looking estates or gated developments.
- Good design that enhances the community.
- Well designed, accessible and inclusive buildings, public and private spaces, and active streets that respect their surroundings.
- A range of shops, local services, leisure and other facilities (including open space and play space) within walking distance that meet the needs of a mixed community at different stages of peoples' lives.
- Employment and training opportunities for a range of skills and attainment levels.
- Good levels of educational attainment and skills, achieved or sought. Schools of choice for local people.

*Note: The planning authority for Old Oak Common Regeneration Area is now the responsibility of the Mayor of London's Old Oak and Park Royal Development Corporation.

- Neighbourhoods which enable healthy lifestyles and good access to healthcare services which will help deliver better health outcomes.
- Low levels of crime, fear of crime and anti-social behaviour.
- A street pattern linking one place to another, encouraging walking and cycling routes through areas.
- Access to good public transport services.
- Satisfaction with the local townscape, public realm and environment, and its upkeep.
- No wasted or uncared for land.
- Satisfaction with management of the public realm and the housing stock.

Source: H&F Draft Local Plan (January 2015) Section 4.7

3.2 HOUSING STRATEGY

The Council's **Housing Strategy** adopted by the Council on 11 May 2015 set out the following vision statement:

This Housing Strategy aims to identify the change we need in housing and set out a plan to make this happen. Our vision is for more and better, well-managed affordable housing in mixed income, mixed tenure successful places. Implementing and sustaining that vision is dependent on a range of other factors and we seek to identify those connections in this document.

As set out in the Cabinet Member for Housing's foreword, this strategy is focused on changing the Council's approach to housing and the broader regeneration contribution. What is unique to the housing agenda is the manner in which it overlaps with, and on occasions is core to, delivering change in other policy and service delivery areas.

This means the links between housing and other agendas need to be clear. Failure would lead to the strategic interventions across all policy and service delivery areas being less than the sum of their parts. It confirms that changes need to be part of a wider, coherent approach to the economic, environmental and social challenges that local people are facing.

To translate that vision into reality we have identified three themes with actions for delivery:

- Regenerating places & increasing affordable housing supply
- Meeting housing need and aspiration
- Excellent housing services for all

Because of the scale of change that we are facing, some of the solutions we are proposing are radical and initially may be difficult for people to accept. But we are convinced that to achieve the radical scale of our ambition, we need to adopt radical solutions.

16 actions were identified to help deliver the housing strategy vision, the first of which was to establish the Residents' Commission:

Housing Strategy Action 1: *The Council has established a Residents' Commission which is considering options for empowering residents to take local control over their homes, maximise investment in existing and new council homes and achieve wider local regeneration. The Commission will make its recommendations to the Council and residents later in 2015.*

Part of the Residents' Commission's work would include "...fully exploring future stock options for Council housing, fully working through the advantages and disadvantages of particular models."

Other Housing Strategy actions which directly impacted on the Council's landlord role, focused on widening the allocations criteria which govern who qualifies to be on the Council's housing register for affordable rented and other suitable accommodation; what kind of social housing tenancies are granted in the borough, principally whether to issue lifetime or fixed term tenancies; reviewing and improving the current approach to residents advice and representation and engagement.

Chief amongst the recommendations that were intended to impact on the future of Council housing in the borough was the establishment of the Residents' Commission and the strategic oversight of the stock options appraisal exercise.

3.3 THE MAYOR'S LONDON PLAN

A key responsibility of the Mayor of London is the publication and periodic updating of his London Plan. This is the spatial development strategy for London and the most recent iteration was published in March 2015. It is an important document as it sets the planning policy framework for London and local documents, such as the Borough's own Local Plan and its Housing Strategy should be general conformity with it.

Strategic planning in London is the shared responsibility of the Mayor of London, 32 London boroughs and the Corporation of the City of London. Under the legislation establishing the Greater

London Authority (GLA), the Mayor has to produce a spatial development strategy (SDS) – which has become known as 'the London Plan' – and to keep it under review. Boroughs' local development documents have to be 'in general conformity' with the London Plan, which is also legally part of the development plan that has to be taken into account when planning decisions are taken in any part of London unless there are planning reasons why it should not.

The London Plan is:

The overall strategic plan for London, setting out an integrated economic, environmental, transport and social framework for the development of London over the next 20–25 years. The document that brings together the geographic and locational (although not site specific) aspects of the Mayor's other strategies – including those dealing with:

- **Transport**
- **Economic Development**
- **Housing**
- **Culture**
- **A range of social issues such as children and young people, health inequalities and food**
- **A range of environmental issues such as climate change (adaptation and mitigation), air quality, noise and waste**

The framework for the development and use of land in London, linking in improvements to infrastructure (especially transport); setting out proposals for implementation, coordination and resourcing; and helping to ensure joined-up policy delivery by the GLA Group of organisations (including Transport for London) the strategic, London-wide

policy context within which boroughs should set their detailed local planning policies the policy framework for the Mayor's own decisions on the strategic planning applications.

3.4 GOVERNMENT'S BUDGET STATEMENT (JULY 2015)

Following the General Election outcome in May 2015, the Chancellor of the Exchequer in his Budget Statement made a number of announcements which, if implemented, will have a significant impact on the affordable housing and broader welfare agendas in the country and any proposed stock retention or transfer option proposed by the Council. Specifically, Central Government is proposing:

- A reduction in social housing rents in England by 1% a year for 4 years, requiring housing associations and local authorities to deliver efficiency savings, replacing a previous agreement whereby rents would increase by Consumer Price Inflation (CPI) plus 1%.
- A Right to Buy for housing association tenants along the same lines as that available to council tenants. This would be funded by sales of high value empty local authority homes.
- To reduce the maximum allowable benefits (the 'benefits cap'), in London from £26,000 to £23,000 per year.
- To introduce a £40,000 per year gross income cap for applicants living in social rented accommodation, with households who earn more than this figure paying a market rent equivalent. This will by default mean that local authority Housing Allocation Schemes documents that set out the 'rules' by which suitable accommodation including social and affordable rented homes

are allocated will need to be revised to reflect this change.

A paper published by Central Government shortly after the Budget Statement on productivity, growth and raising living standards was entitled, *Fixing the foundations: Creating a more prosperous nation*. This document sets out in more detail the Government's national economic priorities and is effectively the framework for the Comprehensive Spending Review scheduled for later in 2015.

In *Fixing the Foundations*, the preference for the provision of new affordable low cost home ownership housing – described as *Starter Homes* – is made clear. There is no reference to Affordable Rented (or Social Rented) accommodation but there is detailed a national target of 200,000 Starter Homes, which are to be discounted by 20% for 'young first time buyers' to be built by 2020.

In summary, Central Government's proposals will be creating a range of pressures on both tenants and social landlords – council and housing association – which they will need to respond to. A particular issue relates to the proposed four year rent reduction which will restrict landlords' ability to invest in their stock on previously modelled business plans. It is also likely to reduce the potential for using future rent increases to resource new affordable housing delivery. Initial responses from housing associations indicate a curtailing of future development programmes for affordable rented purposes.

3.5 COMMUNITY REGENERATION LEVERAGE

When attempting to define what 'community regeneration' is in the context of this Options Appraisal, the guiding principle should be to ensure that any future housing stock investment approach creates opportunities for the people who live in the homes concerned. Such opportunities might be economic, social or environmental in nature, all helping to regenerate the places in which those homes are located.

Historically, there has been a perception that when housing investment has been undertaken, core underlying challenges such as poverty, educational under-achievement, and poor health have remained. Limited repairs and improvements are unlikely to yield opportunities to undertake such initiatives. However, comprehensive investment approaches can help meet those challenges, but the need for change needs to be evidenced and remedial approaches both planned for and funded.

The deprivation scores for Hammersmith & Fulham are high. According to the Index of Multiple Deprivation (IMD) published in 2010 by DCLG, the borough is measured the 55th most deprived local authority in England (out of 326) and the 13th most deprived in London (out of 33). So despite the borough being an economically successful place, there is significant poverty and deprivation which housing investment has the potential to alleviate. Explored below are some commonly identified regeneration themes and some responses that major housing investment can help deliver.

Creating and sustaining jobs & skills for local people and reviving local economies

Responses can include helping to ensure refurbishment contracts include clauses which support local labour in construction; 'white collar' job opportunities; and apprenticeships delivered in partnership with educational institutions. Housing organisations can play an important role in reviving local economies. The Council owns a significant portfolio of retail units, the use of which play a direct role in improving the local economy. It can also play a role in facilitating financial inclusion through credit union services as well as providing debt advice. Through the contracts they commission, local labour and local supplier provisions can be specified.

Improving educational attainment

Responses can include increased childcare provision, both nursery and crèche provision, can help give young children have a good start in life by growing up in a safe, learning environment with a nutritional diet. This can also help parents (or parent) access learning and employment opportunities in the process.

Improving health outcomes

Responses can include improving the quality of homes to a warm, weathertight standard, reducing the potential for condensation and mould growth. Providing housing which is not overcrowded; does not feature condensation and mould growth; helps improve individuals' and communities' health and well-being. Housing organisations through use of community space also help facilitate health initiatives to help reduce obesity; reduce dependency on alcohol, smoking and drug use; and generally raise health awareness in a proactive and practical fashion.

Reducing crime and anti-social behaviour – Responses can include ensuring that new communal and environmental space is designed with personal and community safety as the primary consideration. Management responses - particularly joint partnership working between the local authority, housing organisations, and the police - are key to addressing crime and anti-social behaviour. Victims of crime and anti-social behaviour are often the most vulnerable members and disadvantaged members of the community, e.g., older people, young people, the disabled (including those with learning disabilities); people from black, Asian and minority ethnic communities and therefore have most to gain from such initiatives.

Increasing and widening community involvement – Responses can include facilitating community involvement through specific housing investment-driven projects. There is a wider agenda around those who are classed as 'economically inactive' by being unable to work. These are people who might be retired; disabled; temporarily unemployed who can be more involved in the community and the wider economy, possibly through volunteering, to help facilitate community involvement and cohesion. Improving the quality and availability of community space can further achieve this outcome.

Building more homes that people need – As the largest single landowner in the borough, the Council is committed through its Housing Strategy to reviewing land holdings with a view to maximising affordable housing supply. Whichever option is recommended by the Residents' Commission to the Council and the land available on council housing estates represents a significant

opportunity to increase the delivery of affordable housing in the borough, in consultation with local residents.

In conclusion, some interventions may simply require more management time and money, e.g., intervening to reduce anti-social behaviour and facilitating greater community involvement. Other interventions, e.g., building more affordable homes will require both significant management time; consultation with residents; and major capital resources.

Any commitments made will need to be underpinned by both a 'business case' for each intervention and the securing of necessary resources to achieve the identified outcomes.

In the context of the Strategic Housing Stock Options Appraisal and Residents' Commission processes, the Cabinet Report of 1 December 2014, sets out a number of outcomes that a new landlord could deliver, i.e., positive incentives to change landlord. The report stated that "*Initial consideration has been given as to what key promises could potentially be given by a new Landlord that will be reviewed in the Strategic Housing Options Appraisal, these could include:*"

- **Further investment** – Maintaining the Decent Homes Standard, additional affordable housing, environmental works, street properties investment plan and Equalities Act 2011 plus accessibility.
- **Regeneration** – Estate renewal and new development.
- **Empowerment** – Independent board with resident majority, ward panels/localism, devolved budgets, setting priorities/policy/standards, selects staff/contractors, scrutiny of performance and choice.

- **Community Benefits** – Community regeneration, community engagement, community empowerment, stimulus of local economy and community identity and pride.
- **Financial** – Rent setting confidence, rent set in relation to service level and budget setting/prioritisation.

Any landlord actions above and beyond the 'core' business will need to be funded, partly (accompanied with external funding) or wholly through the Business Plan, in a realistic and robust fashion.

The scale of ambition set out in the Draft Local Plan, Housing Strategy and Mayor's London Plan has been described earlier to convey the potential role that a new organisation could play in delivering the transformational change described, but in a way that is community-led delivering the social, economic and environmental outcomes. Such an organisation would also be a useful counter-balance to the increasing number of private sector organisations that are investing in Hammersmith & Fulham, becoming a partner with other housing organisations - principally housing associations - who also have a large stake in the Borough's housing stock.

4

**HOW THE STRATEGIC
HOUSING STOCK
OPTIONS APPRAISAL
WAS CARRIED OUT**

4.1 PROGRAMME MANAGEMENT AND OBJECTIVES

The programme objectives were defined within the Strategic Housing Stock Options Appraisal (SHSOA) report to Cabinet dated 1 December 2014 as follows:

- The programme delivers a SHSOA for Cabinet consideration
- In order to deliver a viable appraisal, council officers will be supported by external legal, financial, property and communications advisers
- In order that the SHSOA is based upon up-to-date and accurate information a stock condition survey of all the properties included into the SHSOA will be carried out by the property adviser
- To inform councillors in their decision making a Residents' Commission on Council Housing will be formed and will report and make recommendations the Council utilising the work carried out to deliver the SHSOA
- To support residents, but independent from both the Council and the Residents' Commission, the council will engage an Independent Tenants' and Leaseholders' Adviser (ITLA)

The approach to achieving these objectives and the governance framework supporting the Programme, were set out in the Programme Brief, which was approved by the SHSOA Programme Board on 11 May 2015. Each of the objectives above have been achieved and the details are set out in this section.

4.2 PROGRAMME GOVERNANCE

Following approval of the Cabinet report on 1 December 2014, a Programme Team was established to coordinate the Stock Options Appraisal process, monitor progress, support the work of the Residents' Commission and produce the final technical appraisal report.

Operational delivery of the Programme has been the responsibility of the programme team reporting into the Programme Board. The Programme Board is composed of the members of the Housing Service Management Team (HSMT), with the Senior Responsible Officer (SRO) the Director of Housing Strategy and Housing Options. The SRO is responsible for the overall delivery of the SHSOA. Membership of the Board at this level has ensured that decisions can be taken quickly and issues resolved effectively. This has also been supported by an indirect reporting line from the Cabinet Member for Housing, Councillor Lisa Homan to the Senior Responsible Officer. A direct communication and reporting link to the Cabinet has therefore been maintained.

The programme team is composed of a Project Support Officer and two Project Managers, reporting to a Programme Manager. Project Managers and the Programme Manager share the responsibility of coordinating the six work streams through as follows:

- Resident Engagement and Consultation
- Support for the Residents' Commission
- Communications

- Financial Appraisal
- Stock Condition
- Legal Advice

Coordination of each work stream has been focused on achieving the objectives set out in section 4.1 above. This process has been made visible to key stakeholders through the following regular forums:

- Departmental Management Team – Programme Board reports and meetings and workshops
- Residents' Commission – Closed Meetings and workshops
- Adviser Workshops with both advisers and officers
- Delivery Team meetings with advisers the Programme Team and Programme Board and one of the Independent Members of the Residents' Commission.

4.3 APPOINTMENT OF ADVISERS

Following the establishment of the Programme Team in early February 2015 a number of key advisers were procured and then appointed from suppliers with a significant amount of experience within the sector and specifically within the field of optional appraisals and stock transfers as follows:

- **Independent Tenants' and Leaseholders' Adviser** - TPAS UK Ltd - Provision of independent advice and support to the tenants and leaseholders throughout the Strategic Housing Stock Options Appraisal and provision of monthly briefings for housing staff. Delivery of a final report to outline key findings and conclusions of resident engagement during the SHSOA.

- **Communications Adviser** - SKV Communications Ltd – Provision of strategic communications advice including the development and design of communication material such as the website, newsletters and estate noticeboard posters.
- **Property Adviser** - Savills (UK) Ltd - Provision of a sampled, warrantable stock condition survey, specialist structural surveys and expert property advice. Delivery of a final report to outline key findings and conclusions of stock investment requirements.
- **Financial Adviser** - Capita Property & Infrastructure Ltd – External validation of HRA Business Plan and development of retention and transfer models for the financial appraisal of models to be included in Strategic Housing Stock Options Appraisal. Delivery of a final report to outline key findings and conclusions of retention and transfer models.
- **Legal Adviser** - Trowers & Hamblins LLP - Provision of expert legal advice and support to the Council and Residents' Commission during the Strategic Housing Stock Options Appraisal. Assurance and review of newsletters and delivery of final legal report.

Further details of the work undertaken by each of the advisers above is set out in section 4.6.

4.4 KEY ASPECTS OF THE SHSOA PROGRAMME

Standard programme management techniques have been used to manage and monitor the SHSOA programme, including agreed governance and reporting structures. However the programme is unique in its usage of alternative techniques to coordinate

and monitor the programme, as well as ensure that all relevant stakeholders are engaged and empowered, examples of which are set out below:

- **Role of the Chair of the Residents' Commission** – The Chair has not only overseen the work of the Residents' Commission but he has also acted as vital communication link with the Cabinet and officers of the Council via the following channels:
 - Regular updates and contact with the Leader and Cabinet Member for Housing.
 - Regular updates and contact with the Departmental Management team with Housing Service.
 - Meetings with key Directors/Managers on specific topics such as investment, regeneration and business intelligence etc.
 - Direct engagement with Tenants and Residents Associations (TRAs) by the Chair.
- **Relationship between the Programme, the Commission and the Advisers** - Programme Management has not precluded the building of relationships between the advisers and the Project Managers or liaison between the Commission and the advisers.
- **The Resident Engagement programme** - This has featured a combined approach to engagement from the Chair of the Residents' Commission, Commission Members, the ITLA and the Resident Involvement team. Focus has been on early resident engagement to raise levels of awareness amongst residents about the work of the Commission and to provide evidence of residents' views on investment in their homes and future management arrangements.

- **Involvement of the Independent Members of the Residents' Commission** - The Independent members of the Commission have provided guidance and support to the members of the Commission and in depth quality reviews of the appraisal process and the subsequent evaluation of the options.
- **Communications** - A visible timeline reporting system has been introduced from the start of the programme to ensure that progress was visible to the Residents' Commission and key stakeholders.

4.5 KEY ASPECTS OF THE APPRAISAL PROCESS

The Golden Thread

Given the context in which the Stock Options Appraisal has been carried out, the golden thread can be defined as the focus on the needs and views of residents. Key elements of the golden thread can be set out as follows:

- As part of the process of gathering evidence to support its recommendation, the Residents' Commission has collated an extensive body of evidence to support future improvements to housing services and investment in residents' homes.
- The Resident Engagement Programme also focused on obtaining residents' views about the future of their homes and improvements to services and investment.
- The Stock Condition Survey carried out by Savills included both estimated costs for maintaining residents' homes over the next 40 years and future improvements.

- The financial appraisal considered in depth how to maintain the financial viability of services and investment in residents' homes, again over that 40 year period.

Involvement of housing and corporate officers and teams

The expertise of housing officers both local and technical has been used to inform the appraisal process at each key stage. For example, the Resident Involvement team worked closely with the ITLA to develop and implement the Engagement programme. The Asset Management team were closely involved in the set up of the stock condition survey, providing information relating to the stock and current work programmes as well as undertaking the final quality review. Officers from across the Council contributed to the Corporate Impact Assessment, which was undertaken as part of the Financial Appraisal.

This approach has improved the quality and depth of the appraisal process and enhanced officer awareness of the SHSOA process.

Quality Review Process

As part of the governance structure a quality review process was implemented encompassing all aspects of the appraisal process.

- Report outlines were approved before drafting commenced to ensure that all aspects were covered.
- Quality reviews were undertaken by technical and financial officers at each stage of the appraisal process, including the stock condition survey and the business planning process.
- Independent members of the Residents' Commission provided professional advice and guidance

during the appraisal process.

Benefit Realisation

Benefits arising as a result of carrying out an SHSOA have also been identified as part of a benefit mapping exercise carried out by the Programme team including:

- A stock condition survey resulting in an increase in the quantity and quality of financial information available for both asset and financial planning in the future.
- Enhanced resident engagement as a result of the activities of the Commission and the stock appraisal evidence gathering exercise.
- Production of a blueprint for improvements to housing services in the future.

4.6 INDEPENDENT TENANTS' AND LEASEHOLDERS' ADVISER (ITLA)

TPAS was appointed on 21 April 2015.

- The ITLA has worked with the Resident Engagement team and the Programme team to develop an engagement programme with two key elements:
 - A programme designed to raise awareness, as well as promote and encourage residents to participate through a variety of methods.
 - An information and education programme in order for tenants and leaseholders to become more knowledgeable and more confident about the work of the Residents' Commission.
- At regular intervals the effectiveness of the programme was reviewed with the Resident Involvement team and the Programme team.

- They have also conducted a skills assessment of the Residents' Commission prior to designing and implementing a training programme for the Residents' Commission.
- TPAS worked with the Programme Team to develop and implement a staff engagement programme and they delivered monthly staff briefings between June and October 2015 in each of the four housing offices. Staff have been kept informed of progress and given the opportunity to comment and raise issues.

Full details of the work carried out by the ITLA and TPAS can be found in Annex E.

4.7 PROPERTY ADVISER

Savills conducted the stock condition survey during June and July of this year, following their appointment on 10 April 2015. The key features of the approach to this part of the process were as follows:

- Extensive preparation and research in advance of the onsite survey to ensure that a comprehensive approach to the survey was taken.
- Savills then condensed their research into a sample strategy for the onsite survey, which was approved by the Director of Asset Management and Property Services.
- They also undertook an Impressionistic Survey of properties to confirm that the sample strategy was correct before the start of the onsite survey.
- A detailed review of the treatment of related assets was undertaken for the financial modelling.
- A validation and quality review exercise was carried out with the Asset Management team at each

stage.

- Specialist Surveys of non-traditional blocks were included again to ensure that potential additional costs were taken into account.
- Savills then presented the results directly to the Residents' Commission to provide them with a comprehensive picture of future investment requirements.

The Stock Condition Report is contained in Annex C.

4.8 FINANCIAL ADVISER

Capita carried out the financial appraisal between June and September this year, following their appointment on 10 April 2015. The key features of the approach to this part of the process were as follows:

- Validation of the HRA 2015/16 Business Plan.
- Corporate Impact Assessment of General Fund Recharges to the HRA.
- Stock reconciliation and validation to rent data.
- Tiered modelling based on the retention and stock transfer options.
- Investigation into the impact of the Chancellor's Summer Budget 2015.
- Modelling based on the evaluation criteria and options analysis from the Residents' Commission.

The Financial Appraisal Report is contained in Annex D.

4.9 COMMUNICATIONS ADVISER

The Communication adviser, SKV Communications Ltd was appointed on 24 February 2015. The adviser has worked with the Council's Corporate Communications team, the Programme team, the Independent Tenants' and Leaseholders' Adviser (ITLA) and the Residents' Commission to develop a Communication and Consultation Strategy, which was approved by the Programme Board on 27 July 2015.

They have also supported the ITLA with the development of appropriate materials for their part of the Communication and Consultation Strategy and implemented the Strategy with the support of Corporate Communications and the Programme Team.

The effectiveness of the Strategy has been assessed at regular intervals and adjustments made as appropriate.

SKV created newsletters and a pocket guide as part of the Strategy and, through NEMS Market Research Ltd carried out a residents' telephone survey at the end of the Engagement Programme.

A key success of the programme was the development and running of a website for the Residents' Commission which received over 19,000 hits.

4.10 LEGAL ADVISER

The Legal Adviser, Trowers & Hamblins LLP appointed on 19 February 2015 reviewed the stock condition survey brief to ensure that it will satisfy funders requirements should full or partial transfer be recommended.

They have also assisted the Council in identifying the stock options available for inclusion within the financial

appraisal process.

Trowers & Hamblins LLP also advised the Council on the setting up the Residents' Commission and provided advice and support to the Commission once it was operational.

They have also provided advice on the requirements of the HCA, GLA, DCLG and Her Majesty's Treasury (HMT) and assisted the Council, Communications adviser and Independent Tenants' and Leaseholders' Adviser on the development of a Communications and Consultation Strategy.

They have reviewed all reports and provide the legal implications of the SHSOA for inclusion in an annex to the SHSOA report and provided ad hoc advice on other legal issues as necessary.

The Legal Adviser has advised the Residents' Commission when considering its recommendations to the Council to ensure that they are concise and deliverable.

4.11 THE WORK OF THE RESIDENTS' COMMISSION

Establishment of the Residents' Commission

On 1 December 2014, the Cabinet approved the establishment of a Residents' Commission on Council Housing to oversee a stock options appraisal programme and to make recommendations to the Council on the future management and ownership of the Council's housing stock. The report to Cabinet envisaged a report back from the Commission to the Council in autumn 2015.

At the end of 2014, the Council advertised for an independent person to chair the Residents' Commission. 16 applications were received and a

number of applicants were interviewed by a panel of members and residents. As no appointment was possible from this process, an approach was made to the Right Honourable Keith Hill, former Minister for Housing. After interview, using the same format as that for earlier applicants, Mr Hill was appointed to chair the Commission in February 2015.

Residents were invited to apply to join the Commission in February 2015 via a letter from the Cabinet Member for Housing. Over 100 applications were received. Tenants and Residents Associations nominated four residents to sit on the selection panel. Together with the Commission Chair, and with the support of the Tenant Participation Advisory Service (TPAS) they carried out the shortlisting and interviews for the Commission. No council officers or members took part in the selection process.

Mr Hill appointed three independent experts to serve on the Commission.

- Anthony Mason responsible for finance and regulatory advice.
- Joanne Drew responsible for organisational effectiveness.
- Peter Bevington responsible for engagement.

The Commission is made up of six tenants, three leaseholders and three independent experts. The members of the Commission are: Andy Robson (Leaseholder), Anthony Mason (Independent), Anthony Wood (Tenant), Joanne Drew (Independent), Jonnie Ghazi Quick (Leaseholder), Kim Shearer (Tenant), Lorna Wynter (Tenant), Mathias Kulubya (Leaseholder), Paul Ekudo (Tenant), Peter Bevington (Independent), Shirley Cupit (Tenant) and Sofia Saraiva (Tenant).

At its inaugural meeting on 27 March 2015, the Commission had a preliminary discussion about their Terms of Reference and how they wished to operate. Their intention was to agree the Terms of Reference at their second meeting on 16 April; however, following a number of revisions, the Terms of Reference were endorsed by the Commission on 17 June 2015.

Involving residents in the work of the Commission

The Commission produced a work plan to report in the autumn, having considered the wide range of options available to give residents more control over their homes. The Commission took evidence from independent housing experts, council officers, community groups, residents and members of the public. While considering the legal, financial and governance issues of any potential future ownership and management model, the Commission committed to engaging fully with tenants and leaseholders, explaining the various options open to the Council.

The Commission has communicated regularly with residents to explain the options it was considering and to give opportunities for feedback so that the Commission fully understood the aspirations which residents have for their homes and estates. Monthly newsletters were distributed by the Commission along with a dedicated website, public hearings and estate engagement events across the borough.

The Residents' Commission Evaluation Process

The timetable set out in the Cabinet report envisaged that the Commission would be set up and external advice procured by the end of April 2015.

The programme remained largely on track and the Commission held its first meeting on 27 March 2015. Procurement of the external advisers was completed in April 2015. The Commission held nine public hearings and invited evidence from residents, housing experts and other stakeholders after the General Election on 7 May 2015.

In addition, a number of study visits were undertaken to a wide spectrum of Registered Housing Providers to allow the Residents' Commission to see at first hand their approach to different transfer and retention governance models. The details were then discussed at Commission meetings and highlights added to the Commission website.

A 'strategic overview' of the appraisal process carried out by the Programme Team was also carried out by the Residents' Commission through workshops and presentations with each of the advisers, supported by the ITLA. This included training sessions for Commission members and workshops designed specifically around the work of the Commission at each stage.

The results of their evaluation process and recommendations are included in the Residents' Commission Report to the Council in Annex A.

4.12 OVERVIEW OF THE APPRAISAL METHODOLOGY

The key focus for the Programme Team was to bring together the various work streams in a coordinated appraisal process, which would achieve the objectives set out by the Cabinet Report on 1 December 2014.

Stock Condition Survey

The onsite survey commenced with a desktop Impressionistic Survey of the estates involved in the survey to confirm that the agreed sample methodology was appropriate. Various workshops were carried out at the same time with officers from the Asset Management team to examine the costs associated with other types of properties owned by the Council but not included within the onsite survey. These included garages and commercial properties. Reviews of current responsive repairs and cyclical decorations programmes were also carried out.

Once the onsite survey was completed, Savills completed the analysis of the data and a validation exercise was carried out with officers from the Asset Management team, before being presented to the Residents' Commission of 10 August 2015.

The results of the survey are set out in Annex C.

Financial Appraisal

The early stages of the financial appraisal process commenced with a detailed review of the HRA Business Plan for 2015/16 with officers from the Finance team. A Corporate Impact Assessment was completed in August 2015 by the Programme team to assess the financial impact on the Council of services currently being supplied to the Housing Service, which may no longer be required in the event of a transfer. Services as diverse as pest control, HR and IT systems were included in the assessment process.

The number of properties included within the stock condition survey were also reconciled with the properties contained within the Business Planning

Model to ensure that income from rents and the expenditure on investment in the stock represented by the Stock Condition Survey were the same. The new Stock Condition Survey was then added to the Business Plan to build financial plans for the retention model and the transfer model and to assess the financial viability of each option. The results of the financial appraisal are set out in Section 6 below, with the detailed financial appraisal process contained in Annex D.

What follows are the summaries of the Stock Condition Survey; the financial appraisal; and the independent tenants' and leaseholders' adviser reports (with full documents in Annexes C-E). Legal, communications and consultation advice has informed the Residents' Commission process, but do not feature as separate documents to this report.

Befitting the Commission's transparent approach they committed to publish as many documents and evidence on their website.

5

**SAVILLS' STOCK
CONDITION SURVEY
REPORT - SUMMARY**

Savills (UK) Ltd were appointed by the Council as its Property Adviser to provide expert advice and guidance to support the Council in completing a stock options appraisal. This component of the Strategic Housing Stock Options Appraisal underpins the whole exercise. In summary, Savills' brief was to appraise the condition of the stock and assess what its investment requirements would be over a 40 year period. Below is the Executive Summary of the full report which can be found in Annex C to this report.

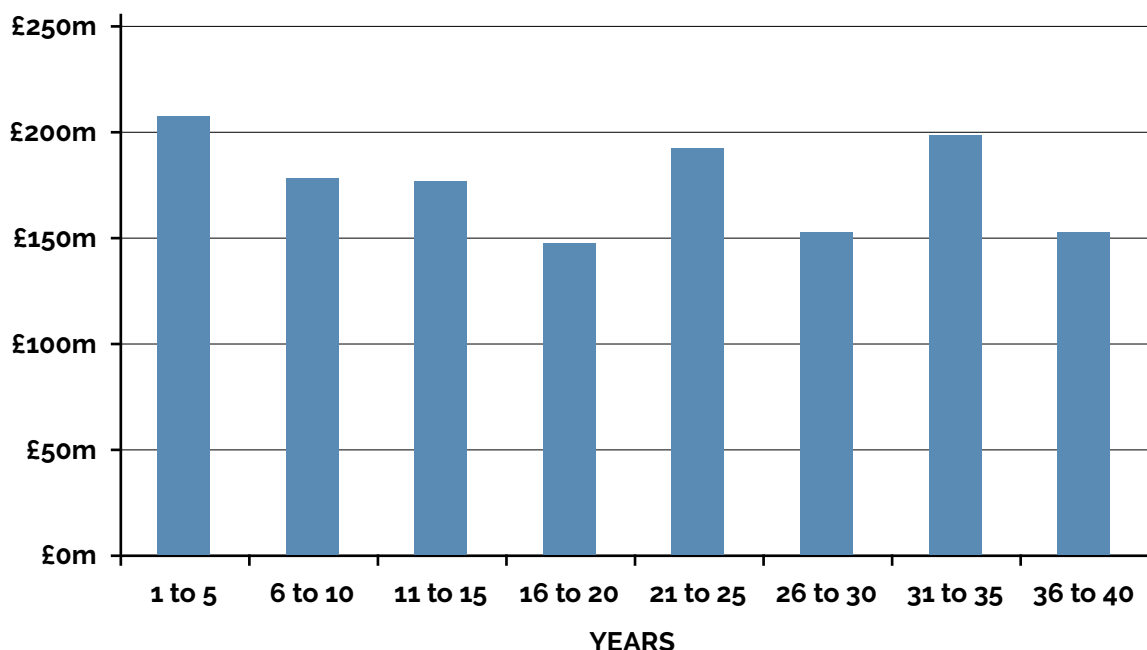
EXECUTIVE SUMMARY

Savills were instructed by Hammersmith & Fulham Council to undertake a sample stock condition survey in April 2015. The main objective of the survey was to provide the Council with robust information relating to the level of investment required to the stock over a 40 year period across all areas of investment. This survey was not intended to be an asset management survey.

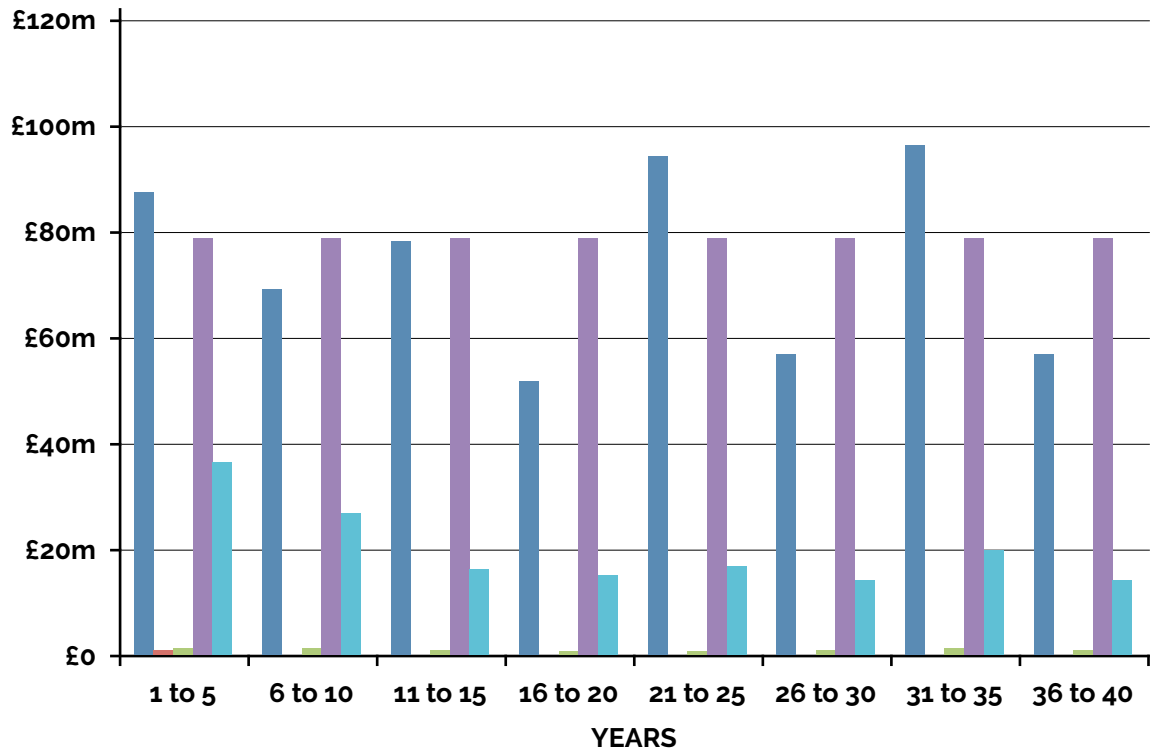
In accordance with your instruction we have undertaken a stock condition survey of your housing stock with a view to assessing the current and future repairs and maintenance liability. Of a total of **11,722** rented dwellings we have surveyed **1,362 (11.6%)** internally and externally. This stock total excludes properties located within West Kensington and Gibbs Green estates and Edith Summerskill house where the properties were assessed by way of a desktop study of available stock data.

The total forecast expenditure to maintain the stock to a reasonable standard including revenue expenditure over 40 years is estimated at **£1,405,760,351 (£1.4 billion)**. This equates to **£119,925** per tenanted dwelling or **£2,998** per dwelling per annum. The costs are at a base date of September 2015 and comprise all items of capital and revenue maintenance expenditure and include contract preliminaries, but excludes professional fees, management costs, VAT and inflation. This expenditure is shown graphically on the chart below.

40 year investment (all categories)



40 year investment (by category)



■ Catch Up / FMW

■ Related Assets

■ Contingencies / Exceptional Extensives

■ Improvements

■ Revenue / Disabled Adaptions

This profile illustrates that the peak of investment required to the stock is in the short term, following which the investment level reduces before fluctuating reflecting the existing condition of the stock and future life cycle replacements.

The graph above illustrates the overall expenditure profile over the same time period, but broken down across the key investment headings.

This graphic demonstrates that the Future Major Works (FMW) category (replacement of existing building elements derived from the survey) is the main driver in the overall investment profile in the short term, and reflects the existing condition of the stock, along with the contingency/exceptional extensive category that allows for undertaking additional structural and compliance works where required. This graphic also

demonstrates the continuing need to invest in existing ongoing regimes regarding cyclical, void and responsive maintenance (Revenue).

Externally, the fabric of the properties is generally sound with a majority of dwellings benefiting from replacement windows (albeit that a significant number of older street properties require window replacements over the short term). Only limited roof replacements have been identified in the short term, however the survey has identified investment over the next 5 years for associated roofing works such as fascia, soffits and gutters etc. In addition to this the survey has also identified early investment to external areas such as fencing and paths, and common areas and facilities.

Internally, a large majority of properties have a full central heating system and cavity/loft insulation where

appropriate. Whilst the survey has identified evidence of significant internal investment in the past specifically to areas such as kitchens and bathrooms, the survey has identified the need to maintain the investment in these areas over the short term to replace internal elements as required.

The spread of costs for Future Major Works (capital replacement works derived from the survey) is split over the 40 year forecast period with approximately **£206.2m** (35%) required for external works and approximately **£388.2m** (65%) for internal works. However over the next 5 years approximately **£37.7m** (43%) of the investment is to the external areas, compared to approximately **£49.9m** (57%) for internal works. In addition to this the survey has also identified approximately **£0.5m** of Catch/Up works to rectify early failing elements and/or repair items.

The programmed renewal works to dwellings (over 40 years) is supplemented by a **£1.0m** improvement programme that will provide new or improved amenities to dwellings that currently do not exist. This typically comprises items such as installing additional cavity wall and loft insulation.

Various "related assets" exists within the stock, namely: Garages, un-adopted areas, shops, commercial units, hostel and support schemes. Following a review of these assets **£9.9m** over the 40 years has been identified to adequately maintain these areas.

The responsive/void and cyclical, or 'revenue', works total **£465.2m** (circa £11.6m per year) and **£142.0m** (circa £3.5m per year, which is made up of

£2.3m of servicing items and £1.2m of decorations based on a 7 year cycle) respectively over the 40 year forecast period. These costs were derived from reviewing historic expenditure and will ensure that existing commitments in this regard will continue to be met.

Under a specific investment category we have allowed for all exceptional extensive works such as statutory compliance work, structural work to the non-traditional stock and scaffolding and complex mechanical and electrical works. This investment category equates to approximately **£140.7m** over the 40 years.

In addition to the above we have also made an allowance of **£23.7m** (4% of Future Major Works) over the 40 years for associated contingencies in delivering the capital programme.

All information recorded during the stock condition survey has been loaded onto a Microsoft SQL database and this has been used as a basis for analysing the data and producing the cost reports. This information has been provided to the Council for on-going use.

The site inspections were carried out during quarter 2 and 3 of 2015.



**CAPITA'S FINANCIAL
APPRAISAL REPORT -
SUMMARY**

EXECUTIVE SUMMARY

Hammersmith & Fulham Council appointed Capita Property & Infrastructure Ltd's Housing Consultancy team to provide clear financial guidance to the council and key stakeholders so that it can make decisions on the best ways to meet its housing objectives through its

Strategic Housing Stock Options Appraisal (SHSOA) programme.

Options considered

The table below sets out the options available and those that have been considered in detail in the financial appraisal, and reasons why others have not:

Option	Treatment
Retention in full – ownership and management remains with the Council using in-house service	Considered in full as part of the report
Retention – ownership with Council, management via the set up of a new ALMO	Discussed, but disregarded for the modelling within the report as the Council only recently took the decision to close its ALMO in March 2011 and undertook an appraisal which at that time suggested the in-house option was more viable
Retention – ownership with Council, management with Council, but some estates managed by Tenant Management Organisation (TMO) or Estate Management Board (EMB)	Discussed but as per partial transfer option below, not considered to be a solution that would provide a fair solution for all of the council's housing stock
Stock transfer (LSVT) of all housing stock including Earls Court (West Kensington & Gibbs Green (WK/GG)) estates	Legal opinion obtained suggests that the transfer of the West Kensington and Gibbs Green estates as part of a full LSVT is not possible due to the contractual nature of the land sale of those estates to Capco. This will mean that the Council needs to retain the 538 units in an HRA and consider transfer for the rest of the stock at this time. The Council is still free to decide who manages the 538 homes, but ownership would remain with the Council. On completion of the Earls Court scheme, it should be possible to transfer the remaining homes to a housing association landlord and close the HRA once this is done.
Stock transfer (LSVT) of all housing stock with the exception of West Kensington and Gibbs Green estates	Considered as part of the report with discussion around the pros and cons of the typical landlord solutions, including transfer to a new stand-alone Registered Provider (RP) through to amalgamation within an existing landlord

Option	Treatment
Partial stock transfer – transfer of individual sets of stock rather than the majority	Not considered as there were no clear estates or types of stock highlighted as being suitable for partial transfer, and this option does not provide a solution for all of the stock

Modelling undertaken as part of the appraisal

The table below sets out the relevant full financial models that have been prepared as part of the financial appraisal for the retention (R) and transfer (T) options. Yellow cells indicate where the variations occur. The report will also set out a number of sensitivities which show the variation on the output of the modelling in response to assumption changes. The retention models (R) will provide financial cashflow modelling over 40 years of the council's Housing Revenue

Account (HRA) and the transfer models (T) provide financial cashflow forecasts of a stock transfer housing association and a retained HRA containing only the West Kensington and Gibbs Green (WK/GG) properties. R2 and T4 will be the main models used in the report to provide the results of the financial appraisal. All models are based on a July 2015 stock condition survey prepared by Savills, which is designed to provide a minimum level of investment per annum required to maintain the properties to a reasonable standard.

Option		HRA Model	Transfer Model	Start Date	Main Stock	WK/GG	Equity Share	Rents	SCS Std	VAT%
Retention	R1	Yes	No	2015	12,260	inc stock	16	Old	Minimum	N/A
Retention	R2	Yes	No	2015	12,260	inc stock	16	New	Minimum	N/A
Transfer	T1	Yes - retained WK/GG	Yes - Main stock	2015	11,722	538	16	Old	Minimum	50%
Transfer	T2	Yes - retained WK/GG	Yes - Main stock	2015	11,722	538	16	New	Minimum	50%
Transfer	T3	Yes - retained WK/GG	Yes - Main stock	2015	11,722	538	16	New	Minimum	75%
Transfer	T4	Yes - retained WK/GG	Yes - Main stock	2017	11,622	538	16	New	Minimum	75%

SUMMARY OF FINDINGS

Retention of all stock

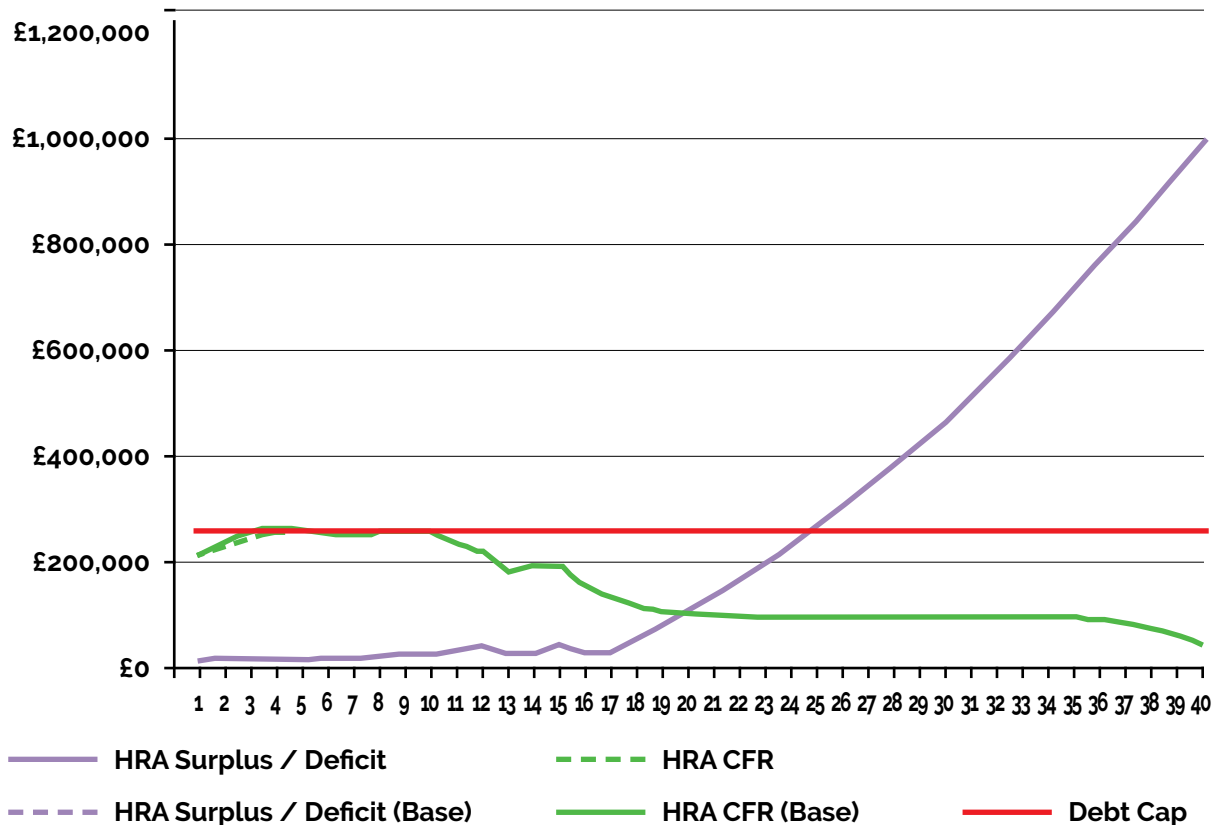
R2 is a business plan for the HRA which contains all current HRA housing stock. The modelling reflects the rent regime that was announced by the Chancellor of the Exchequer on 8 July 2015, to reduce rents by 1% per annum for each of the next 4 years from April 2016, allowing no inflation. It reflects the very latest estimate of the minimum level of investment per annum required to maintain the properties to a reasonable standard as calculated by stock surveyors, Savills, in July 2015, together with the capital budgets for works already promised to residents for 2015/16 and 2016/17. This model also assumes that the plans for the redevelopment of West Kensington and Gibbs Green estates under the land sale to Capco, are achievable in line with the assumptions made. These assumptions are that:

- Leaseholder properties and other RP properties required to be bought back

from owners to redevelop the area can be bought at the estimated values;

- That the properties can be purchased at the right time and that the vendor can be re-housed without delays;
- That the funding from Capco in the form of receipts in advance of land transfer is available;
- The replacement homes not taken up by leaseholders and freeholders are available for sale in year 10 and can produce the level of sales receipts estimated;
- There is no slippage in the currently predicted timescales for the redevelopment of the site and therefore the capital receipts are realisable within the expected timescales in the HRA to fund the required investment whilst the council is at its debt cap and unable to borrow.
- The compensation and replacement home deal for residents is as set out in the draft contracts appended to the Land Sale Agreement.

Scenario Performance V Business Plan



The graph shows that the current full HRA projections (R2) would mean that the Council would need to borrow to its maximum debt cap of £254m by 2018/19 and stay at that level until 2024/25. Combined with this, it shows that even to achieve this, the HRA revenue working balances would need to fall between £1m and £3m below the level considered prudent in years 4 to 8 as a result of loan repayments due. Taken together, in the next 10 years, this will mean a short fall on investment compared to the needs of the stock identified in the survey of around £67.5m through borrowing restrictions and an additional £1m due to use of HRA reserves not considered prudent.

If the £67.5m of work is re-phased to a time when it can be afforded then the works need to be pushed back annually from years 5 to 10 and would only be completed in year 15. This figure is heavily reliant on receiving realisable capital receipts (which only happen when the land transfers) from the West Kensington and Gibbs Green estates at the expected time and delays would cause the figure to rise. The push back of capital investment brings with it the risk that in not doing the works at the correct time it leads to increased repairs costs and/or void properties and loss of income. Either of these outcomes would reduce the resources available for investment and exacerbate the problem of reduced investment still further.

The HRA modelling assumes that:

- The Council resumes movement to target rent post budget cuts and CPI+1% + £1 rent rises in accordance with pre budget assumptions
- The effect of forced void sales is not included
- The effect that increasing rents

for high earners may have is not included

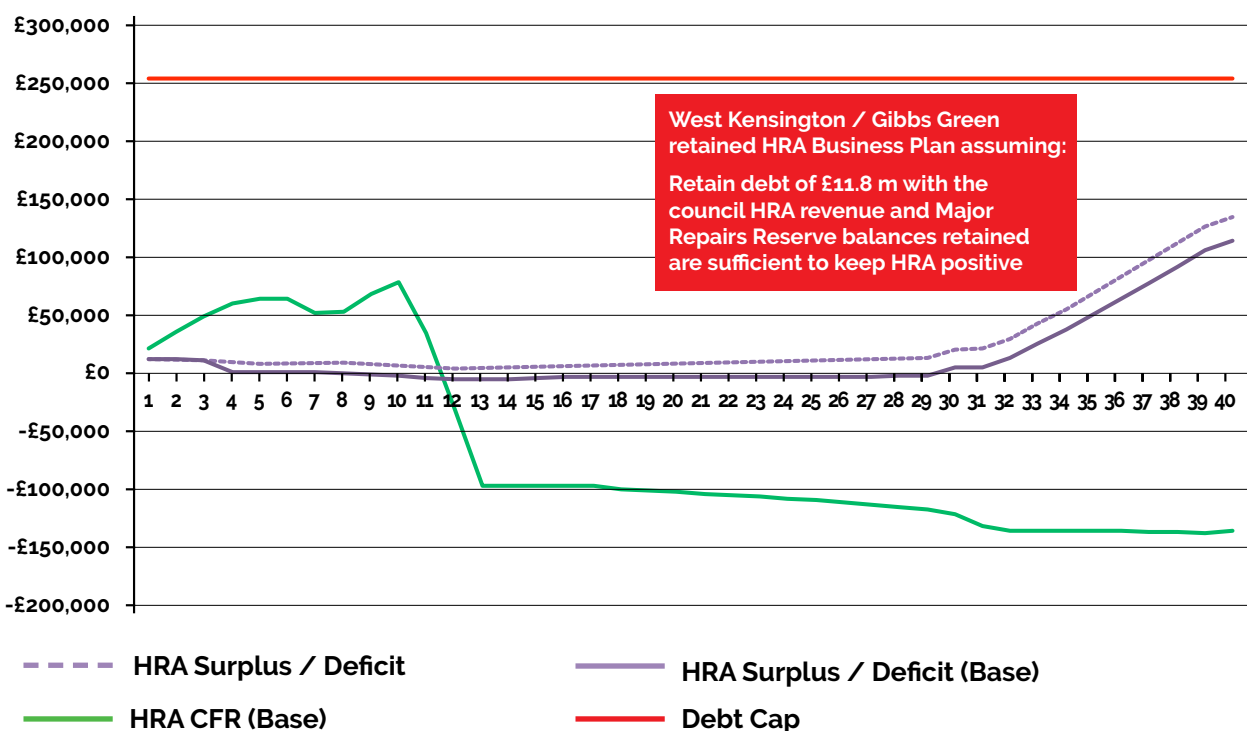
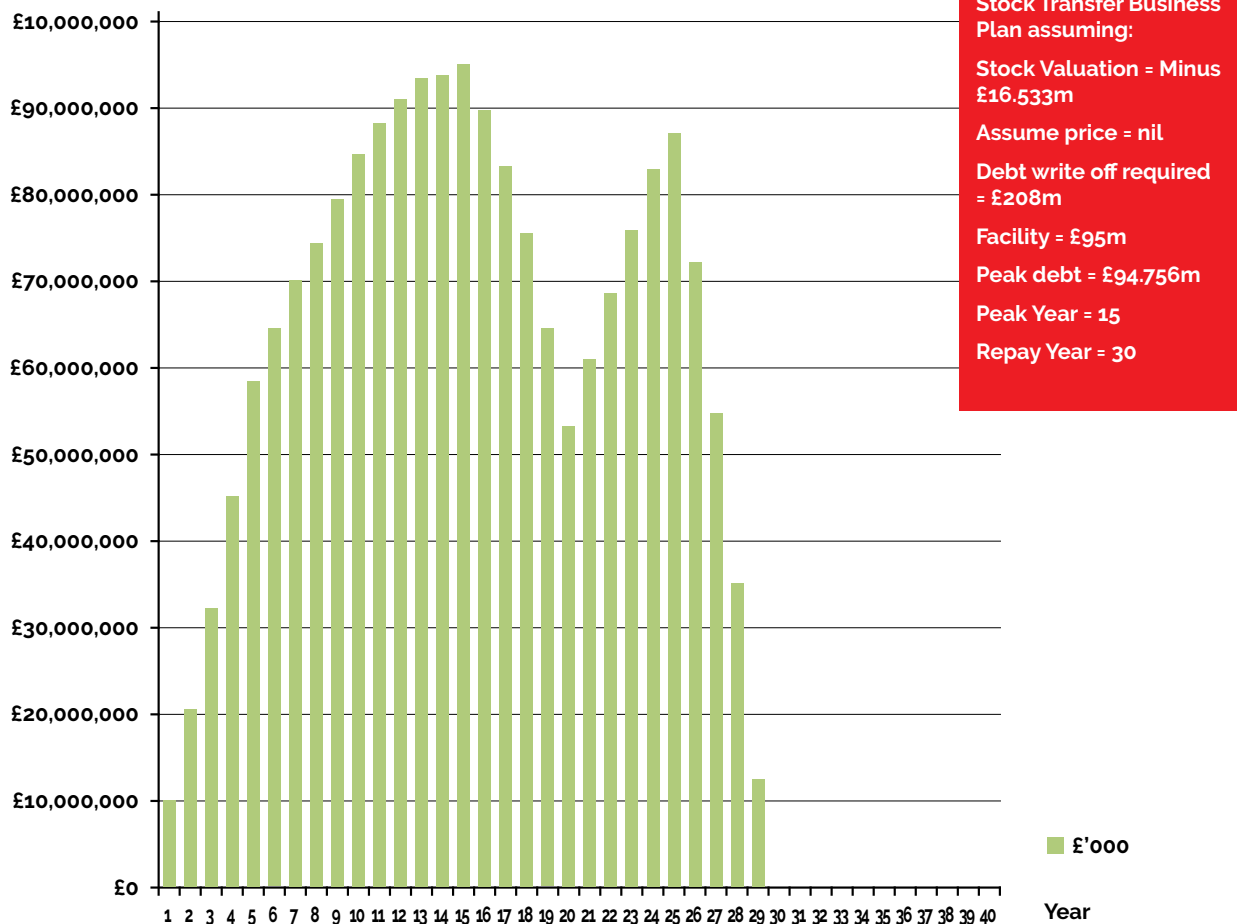
- Any cost pressures on the buy-back of properties within the West Kensington and Gibbs Green scheme do not materialise
- West Kensington and Gibbs Green realisable receipts assumed from 2017/18 – this is still to be confirmed

The Council's HRA is in a position whereby the costs of managing and maintaining the stock will keep flowing whilst the regeneration work is happening at the same time. The two investment requirements are applying pressure to the business plan at the same time. The regeneration work is committed and therefore has a first call on the HRA resources. It would be advisable to have headroom in the HRA available to protect the Council in the event of up to a 2 year delay in receiving the West Kensington and Gibbs Green realisable receipts to avoid further delays in capital investment and the uncertainty of the availability of the receipts, however the current assumptions show that this cannot be accommodated. The new imposition of rent reductions from April 2016 leaves the Council with fewer resources in the immediate future and therefore some very difficult decisions to make.

Transfer of all stock plus retention of West Kensington & Gibbs Green development

T4 consists of a stock transfer model (LSVT) for the main stock of 11,622 properties (11,722 as at July 2015 less an assumed 100 properties sold under RTB in 2 years) and a HRA retention model of 538 Council tenanted properties/replacement properties that are part of the West Kensington and Gibbs Green Land Sale.

Funding Profile



The modelling shows that a transfer of the main stock and the write off by the Government of the associated HRA debt estimated at £208m, could produce a fundable business plan for the transfer organisation, if the new landlord pays nothing for the stock. What this means is that despite the fact that the valuation of the stock is negative (- £16.533m here) as a result of the assumption that rents will be cut by 1% per annum for four years, a transfer landlord could still repay the loan the builds over time (i.e. year 15), to £95m within 30 years. This also means that the landlord would be able to undertake works at the time that they are needed to maintain the stock and manage the services as assumed in the HRA. The £95m facility required would be for the management of the existing stock only and there may be additional facilities made available for new build opportunities not available in the HRA due to the debt cap.

In addition, the retained HRA model can be seen to be managed with a positive HRA revenue balance to deliver the sale and replacement of the West Kensington and Gibbs Green estates and generate capital receipts post year 10, which may be of use in agreeing a business case for transfer. It can be seen that the scheme requires a high level of borrowing up to year 10 (£79m) but then capital receipts are generated after year 12 as properties received to replace leaseholder buybacks are sold.

It should be noted however, that the valuation of the stock is negative and in the past would have been eligible for additional Government "gap funding" to support the fact that the income expected over time is less than expenditure. This form of funding is not currently available and as such this means that the business plan is

under more pressure and has less of a margin to support additional costs. This version of the transfer business plan does not therefore include any cost associated with the set up costs of a new organisation and this may be something that has to be funded from Council resources. A recent ALMO stock transfer of 5,000 units had a budget for set up costs of around £2.5m. The cost is not fully variable with stock numbers, but would be higher than £2.5m for Hammersmith & Fulham.

In summary, the retention solution comprising of an HRA for all stock will mean that some properties may not receive the investment they require at the right time, which will lead to further repairs costs and/or increased void properties. It is the high level of borrowing in the early years to support the West Kensington and Gibbs Green scheme combined with the immediate rent reduction and structural works to tower blocks which is causing the Council to hit its debt cap. However, if the main stock and the West Kensington and Gibbs Green stock are separated by means of a transfer, then it would appear that both the main stock investment and the West Kensington and Gibbs Green scheme could be achieved at the right time without either scheme's investment requirements impacting upon the other.

Benefits of arising from transfer

The three LSVTs that have taken place since the introduction in 2012, have been required to show that there are benefits to the Government arising from stock transfer that would warrant the funding of the write-off of debt. These have so far been:

Benefit of Transfer	Saving Generated to Government
Irrecoverable VAT on costs to housing association	Any VAT not reclaimable by an Housing Association is additional revenue to Central Government over time
Avoidance of long term empty homes (especially blocks of properties)	Tenants placed in private rented homes if the Council cannot maintain social homes – Local Housing Allowance (LHA) for a private rented home is greater than Housing Benefit (HB) for a social home. The Government save the difference in cost if voids are avoided
New build homes	Moving tenants from private rent to social rent saves Government value of LHA-HB. Government saves from new homes. Benefit calculated based on weekly rent values
Additional jobs/ avoid lost jobs	Increased tax revenue/reduced benefits costs/ economic impact on local area
Additional apprenticeships	Increased tax revenue/reduced benefits/social welfare increased
Energy efficiency/structural & thermal works (non-traditional build)	More cash in tenants' pockets - positive mental health effect/reduced health costs
Newly arising non-decent homes being able to be brought to decent standard	Avoids private letting costs
Additional investment in the stock/area	More sustainable homes/better neighbourhoods/lower ASB costs
Regeneration of areas	Attraction of investment to areas generates economic benefits from employment and private investment in community initiatives/schools
Council includes land in transfer that could be deemed to attract additional private funding for new build	New build benefits as above

These benefits have not however so far ever had to cover debt write-off relating to an assumed cut in rents. The debt write-off required usually arises from differences in the level and time of capital investment compared to the self-financing assumptions and the addition of VAT on costs. The level of debt write-off relating to the rent cut is estimated to be £110m (the amount assumed to reduce the valuation to nil rather than minus £16.533m), with the additional £98m (excluding debt premia) relating to costs of works that need to be done in the early years rather than on an average basis, irrecoverable VAT and pressures on debt recovery arising from new Central Government policies. The debt write-off relating to the rent reduction will require a conversation with GLA / DCLG. This is a fundamental change in rent policy and is over and above the cost/benefit requirements placed on the most recent transfer organisations.

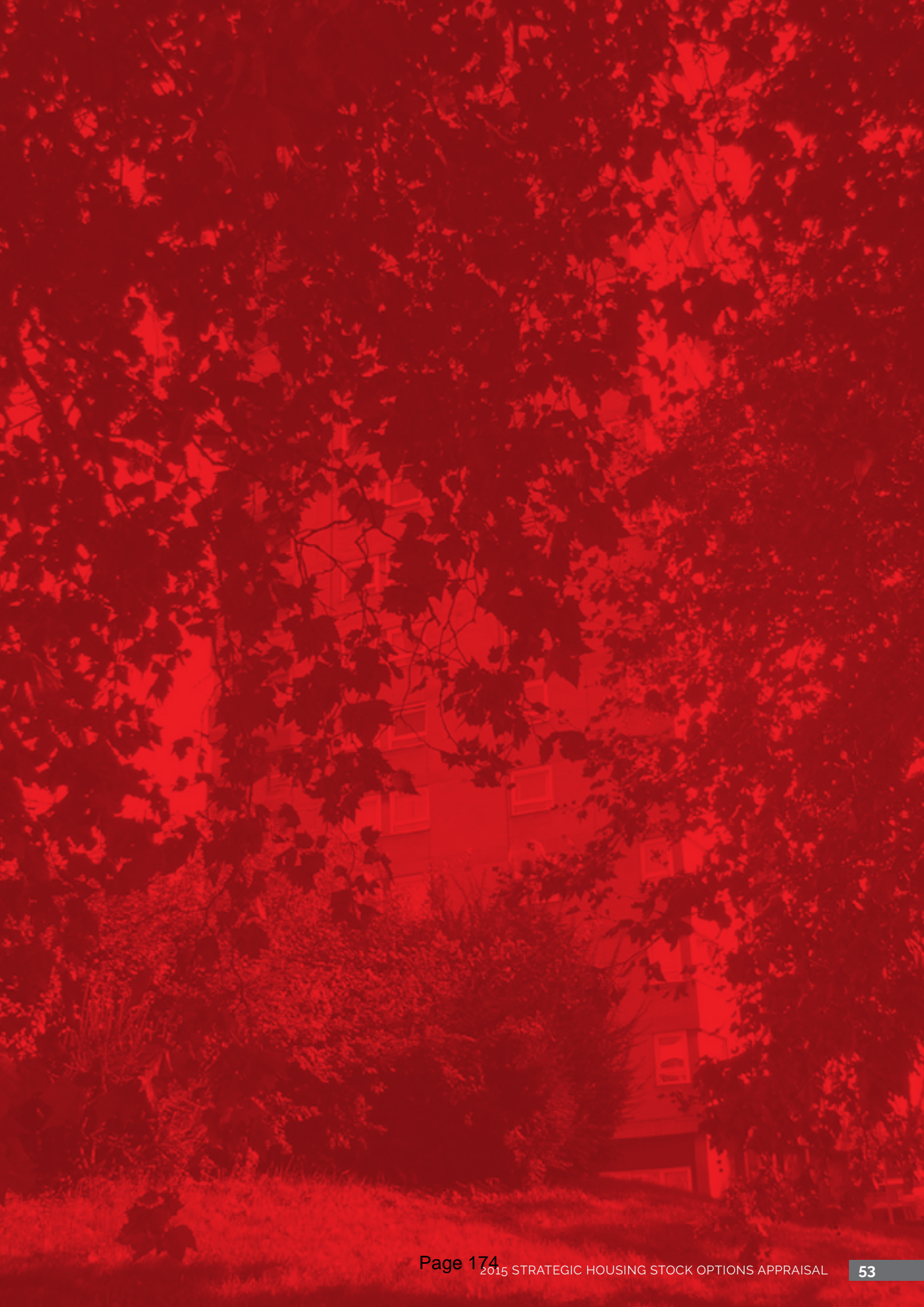
Other areas to consider to bridge the gap

The amount of debt-write off is assumed to be around £208m plus debt premia. To reduce this sum there are several areas that could be considered and have been discussed in detail above:

- Increase the valuation – either by reducing expenditure assumed, or by increasing income. It should be noted that income arises mainly from rents which are controlled by Central Government legislation and also that the valuation is minus £16.533m so before the £208m is reduced, the valuation would need to become positive.
- Assume that the retained HRA can keep more debt than the £11.8m attributable to the retained stock and

still maintain a positive HRA.

- Look to include Council land in the transfer agreement that GLA/ DCLG agree is a contribution to the valuation.
- Seek to utilise capital receipts post year 12 from the retained HRA to deliver development potential either to the new landlord or other housing associations in the area to deliver wider economic benefits.
- Identify the support of the negative value of £16.533m as being private investment in the stock.



7

**TPAS INDEPENDENT
TENANTS' & LEASEHOLDERS'
ADVISER REPORT - SUMMARY**

Below is the Executive Summary of the full TPAS report which can be found in Annex E to this report.

The Tenant Participation Advisory Service (TPAS) were appointed by the Council as the adviser to provide independent expert advice to the Residents' Commission and the Council's tenants and leaseholders. Particular emphasis was given to the implications for tenants and leaseholders of a change of landlord that would arise from a stock transfer proposal.

EXECUTIVE SUMMARY

The Strategic Housing Stock Options Appraisal strategy and process has been a robust and transparent one, with examples of good and best practice evident within some elements of the programme. The elements of good practice are contained within the empowerment of tenants and leaseholders by their appointment to the Residents' Commission and best practice is demonstrated by the transparency of the process in particular the filming of the public hearings and the creation of transcripts of the public hearings which were all available to view and download from the Residents' Commission's independent website.

There is a growing and reasonable awareness but low interest level amongst tenants and leaseholders that TPAS spoke to and engaged with regarding the independent Residents' Commission programme. In the latter stages of the programme, the tenants and leaseholders' awareness did increase. At the conclusion of the programme evidence from the sample opinion survey of tenants and leaseholders' conducted by TPAS suggested that 34% of tenants

and leaseholders' were aware of the Residents' Commission programme.

From results of the sample opinion survey, created by the Residents' Commission, and carried out by TPAS, the satisfaction levels amongst tenants and leaseholders about their location, (78%) the quality of their home (58%) is comparatively high. Tenants and leaseholders were particularly satisfied about the location of their homes, with the proximity to transport links and shops, a clear advantage. The feedback regarding the quality of their immediate neighbourhood (48%) and housing service (51%) is reasonable, but does not compare with high performance benchmarks of other Registered Providers locally or previously recorded tenant satisfaction levels within the Borough.

From the range of observations made at residents meetings, there is recognition, amongst the tenant and leaseholder population, of the uncertainty created by the former Council Administration's policy of selling council properties to the private sector.

Evidence from residents meetings demonstrate that there is also some concern from tenants about stock transfer, in particular the issues of tenancy security and rent levels. There is also real concern from tenants about the Government's recent budget announcements, made in July 2015, their implications for social housing in general, but specifically local authority housing in Hammersmith & Fulham.

The results of the Financial Appraisal demonstrate that Hammersmith & Fulham Council cannot afford to retain housing stock based on the Chancellor's rent charging instructions, without breaching the Government

HRA debt cap of £254m or making significant reductions in capital investment works. The Council would be required to manage a shortfall in the capital works to stock and make efficiency savings to revenue costs in the region of £67m. However a successful stock transfer business plan is predicated on negative transfer valuation of £-15m, a large HM Treasury debt write off of £208m, potentially with a requirement for a 75% VAT shelter agreement with the Government and HM Revenue & Customs (HMRC).

The stock condition survey revealed that the Council housing stock is in relatively good condition but that further investment is required to communal facilities such as lifts, staircases and communal areas.

The Residents' Commission recommendations were formed in September 2015 and concluded in October 2015. The Residents' Commission decided that, of the options examined for the future of council housing, to recommend a large scale voluntary transfer of all council housing (with the exception of those homes on the West Kensington and Gibbs Green estates) to a single, stand alone, not-for-profit Private Registered Provider constituted on the community gateway model.



8

ASSESSMENT OF THE STOCK OPTIONS AND EVALUATION CRITERIA

8.1 FINANCIAL ASSESSMENT OF THE STOCK OPTIONS

Financial Evaluation Criteria

The Cabinet Report dated 1 December 2014 set out the financial evaluation criteria to be included within the Strategic Housing Stock Options Appraisal. These are as follows:

- Ensure that stock transfer would be financially viable for the organisation into which the stock transferred, this should include considering the ability of the organisation to raise funding.
- Reviewing the tenanted market value of the stock and associated debt reduction issues, value for money and determination of the optimum transfer combination that maximise investment for the whole stock.
- Ensure the Council is clear on the financial implications to the Council of stock transfer.

This section of the report summarises the results of the financial appraisal compared to the evaluation criteria above for those stock options, which are available to the Council. It also sets out the additional evaluation criteria included with the December 2014 Cabinet report and examines the governance and management options in the event of a transfer of the stock.

Identifying the Options

Two main management and governance options exist for the Council's housing stock: stock retention and stock transfer. The critical element to the evaluation is whether each option is financially viable. The level of investment required in the stock is a key element of determining financial viability.

To recap, Savills' Stock Condition Survey states the following:

*The total forecast expenditure to improve and maintain the stock including revenue expenditure over 40 years is estimated at **£1,405,760,351 (£1.4 billion)**. This equates to **£119,925 per tenanted dwelling or £2,998 per dwelling per annum**. The costs are at a base date of September 2015 and comprise all items of capital and revenue maintenance expenditure and include contract preliminaries, but excludes professional fees, management costs, VAT and inflation.*

£1.4 billion of investment is therefore required to maintain the stock at a reasonable standard over the next 40 years.

The Financial Evaluation

Capita's Summary of the Financial Options Appraisal initially considered two stock retention options and four stock transfer options, with a detailed appraisal of one stock retention option - entitled R2 - and a detailed stock transfer option - entitled T4.

The **Stock Retention (R2)** option is described as follows:

Capita's Financial Appraisal report stated:

R2 is a business plan for the Housing Revenue Account, which contains all current housing stock. The modelling reflects the rent regime that was announced by the Chancellor of the Exchequer on 8 July 2015, to reduced rents by 1% per annum for each of the next 4 years from April 2016, allowing no inflation. It reflects the very latest estimate of the level of investment per annum required to maintain the properties to a reasonable standard as calculated by stock surveyors, Savills in July 2015 together with the capital budgets for works already promised to residents for 2015/16 and 2016/17. This model also assumes that the

plans for the redevelopment of the West Kensington and Gibbs Green estates sold under the current transfer to Capco are achievable in line with the assumptions made.

The key points of the financial evaluation for the transfer option are as follows:

- The Council would need to borrow to its maximum debt cap of £254m by 2018/19, and stays at that level until 2024/25. This is not considered to be financially prudent.
- HRA revenue working balances would need to fall between £1m and £3m below the level considered prudent in years 4 to 8 as a result of loan repayments due.
- This will mean a short fall on investment compared to the needs of the stock identified in the survey of around £67.5m.

If the £67.5m of work is re-phased to a period when it can be afforded then the works need to be pushed back annually from years 5 to 10 and would only be completed in year 15. This figure is heavily reliant on receiving realisable capital receipts (which only happen when land transfers) from the West Kensington and Gibbs Green estates at the expected time and delays would cause the figure to rise.

The push back of capital investment brings with it the risk that in not doing the works at the correct time, it leads to increased repairs costs and/or void properties and loss of income. Either of these outcomes would reduce the resources available for investment and exacerbate the problem still further.

In essence the retention option is financially viable but investment in residents' homes would be delayed by up to ten years, impacting upon the quality of their homes.

The **Stock Transfer (T4)** option is described as follows:

Capita's Financial Appraisal report stated:

T4 consists is a stock transfer model or Large Scale Voluntary Transfer for the main stock of 11,622 properties and a Housing Revenue Account retention model of 538 Council owned properties that are part of the Land Sale Agreement.

The key points of the financial evaluation for the retention option are as follows:

- The transfer value, or the amount that the new organisation would be required to pay for the stock, is a negative figure of £16.533m. This is due to the impact of the 1% reduction in rents for a 4 year period from 2016/17 onwards. In effect income over the 30 year period of the business plan for the new organisation is less than the expenditure required to fund services and investment in residents' homes.
- The new transfer organisation would still need to fund the difference in its business plan between the level of income and expenditure over the 30 year period post transfer. Capita estimated that the peak level of debt would occur around year 15, reaching £95m. However, they advised that suitable sources of external funding might be available for this level of debt.
- If a transfer takes place based on the current assumptions, the Council will not receive any money for the stock and the Government would be required to write off an estimated £208m of the Council's debt. The Council would also be required to demonstrate to the Central Government that there

are financial benefits to be generated as a result of transfer, which would reduce overall Government expenditure. These are explored in Annex D of this report.

Capita summarised the results of their evaluation in the executive summary in Section 6 of this report as follows;

The modelling shows that a transfer of the main stock and the write off by the Government of the associated HRA debt estimated at £208m, could produce a fundable business plan for the transfer organisation. It assumes that the new landlord pays nothing for the stock.

In summary, the retention solution of an HRA for all stock will mean that some properties may not receive the investment they require at the right time, which will lead to further repairs costs and/or increased void properties. It is the high level of borrowing in the early years to support the West Kensington and Gibbs Green estates combined with the immediate rent reduction and structural works to tower blocks which is causing the Council to hit its debt cap. However, if the main stock and the West Kensington and Gibbs Green stock are separated by means of a transfer, then it would appear that both the main stock investment and the West Kensington and Gibbs Green estates could be achieved at the right time without either estates investment requirements impacting upon the other.

Financial Implications to the Council

A Corporate Impact Assessment was completed in August 2015 by the Programme team to assess the financial impact on the Council of services currently being supplied to the Housing Service potentially no longer being required in the event of a transfer. These might include for example services as diverse as pest control, HR and IT systems.

Capita identified that the financial impact on the Council could be minimised by to the TUPE transfer of a number of staff in certain services and shared services. The creation of service level agreements between the Council and the new landlord to deliver other services, particularly where there are existing contracts in place, which could not be easily novated, could also be used to reduce the cost to the Council. This preliminary exercise revealed that managers across the services have identified 10 full time equivalent posts that may need to transfer to the new organisation, accounting for a total of £478,000 of salaries and on-costs. £390,000 of costs have been identified that would no longer be incurred for recharge by the Council if the service was not used. £513,000 of costs have been identified as being required for a retained strategic housing budgets as the Council will retain some wider statutory duties and monitoring roles. Some services are carried out using external contracts and these have also been subject to an early review to determine how these might be split. A detailed impact assessment would need to be carried out following a decision to proceed with transfer.

Variations on Stock Transfer and Stock Retention Models

If the Residents' Commission wishes to pursue a stock transfer option, this would involve a Large Scale Voluntary Transfer (LSVT). This is a term used to describe the transfer of the whole or a substantial part of a Council's housing stock to a new or existing social landlord (also known as a Registered Provider – RP). Traditionally transfers enable increased investment in improvements to the housing stock and living environments without calling on public sector housing budgets or putting pressure on the social housing

borrowing requirement. Under new Government rules set up since 2012, public debt written off under stock transfer is limited to that to achieve the same standard of investment as a council is expected to achieve. A higher standard of investment would require additional public funding.

Under stock transfer, there are a number of models that could be considered. These are described further below and would involve the transfer of the stock to a/an:

Arms Length Management

Organisation (ALMO) – Under this option, the Council would delegate housing management responsibilities to a Board and executive management team of a newly created ALMO. The Council would wholly own the housing stock while the ALMO would effectively be the managing agent for the Council.

Community Gateway – A model that has been designed to provide a range of tenant and community empowerment opportunities. A Community Gateway's primary aim is to place community regeneration at the heart of the housing organisation and to use the strength of the organisation as a catalyst for community.

Community Land Trust – Involves transferring the land to a separate trust with the housing owned and managed by a mutual organisation. There is no precedent for a transfer of this type and given the separation of ownerships, may prove difficult to finance.

Existing Registered Provider (all stock or part) – Involves transferring all or part of the Council's stock to an existing organisation on the basis they have sufficient access to finance and other resources to undertake the investment the stock needs and deliver other identified outcomes.

Mutual – A mutual involves staff as well as tenants as members. There is an electoral college mechanism that does not *guarantee* tenant board membership and also provides for the Chief Executive and the Finance Director to be Board members.

If the Residents' Commission wishes to pursue a stock retention model (but different from current arrangements) there are two models that could be considered. These are described further below and would have the following features:

Tenant Management Organisation

(TMO) – Under this option, the ownership of the land and buildings is retained by the Council, but management responsibilities are transferred to a tenant management organisation.

The retention option, R2 described earlier on in this section, was evaluated as part of the financial appraisal. It is the base case against which other options are tested. The Residents' Commission were clear that the status quo was not a viable option and that even with a retention option, it would be necessary to implement a customer focussed transformation of the housing service.

8.2 NON FINANCIAL EVALUATION CRITERIA

The non-financial evaluation criteria set out in December 2014 Cabinet Report has been met as set out below:

The Council has considered the guidelines set out in the Housing Transfer Manual (July 2014). The DCLG Stock Transfer Guidance sets out four areas for consideration as part of the preliminary work for a stock transfer. The Programme is currently compliant with each of these areas as at October 2015:

- Demonstration of Potential Councillors support – In addition to the close involvement of the Cabinet Member for Housing throughout the process, accompanying the Technical Options Appraisal Report this will be a report to Cabinet in December 2015 seeking its support for recommendations of the Residents' Commission.
- Alignment with Government policies – The transfer option has been assessed to determine levels of reduction in Public Sector Borrowing Requirement; ensuring they provide a robust, long term future for estates and neighbourhoods; increase local economic activity; and empower residents in decisions about their homes and communities in line with Government Housing policy.
- Tenant involvement in developing the transfer proposal – The Residents' Commission has developed the detailed transfer proposal as part of its recommendation to the Council. This has been based upon the extensive evidence gathering and discussion by the resident members of the Commission both tenants and leaseholders.

Increased communication with DCLG, GLA and the HCA – Following early liaison work between the Programme Team and the HCA, a meeting was set up with the DCLG in June 2015 to discuss the Council's commitment to undertaking a Stock Options Appraisal and current progress in relation to a future transfer programme beyond 2016. The Programme team will be seeking to inform the DCLG and the HCA of the outcome of the SHSOA following the report to Cabinet.

Developed a comprehensive communication and consultation strategy to raise awareness amongst all stakeholders of the role of the Council, promote transfer options, explain the implications of stock transfer and include a plan for engaging socially isolated communities and hard to reach groups – An extensive resident engagement programme was developed and implemented during the summer of 2015 by the ITLA and the Resident Involvement team. The result was an increasing level of awareness among residents' about the work of the Commission. Included within the engagement programme were elements designed to reach socially isolated communities and hard to reach groups as set out by the ITLA in section 7 of this report.

The Council is aiming to submit a formal transfer proposal, if this is the preferred option, to the DCLG in due course.

If a stock retention model is proposed, a separate programme of work will need to be developed. This is set out in the next section of this report.

Next Steps – Whichever stock option the Residents' Commission wishes to recommend to the Council, a detailed, resourced plan will need to be prepared to take it forward.

8.3 A COMPARISON OF THE BENEFITS OF RETENTION AND TRANSFER

The Programme team and the Residents' Commission worked closely together to assess the benefits to

both the Council and the residents of retaining the housing stock or transferring to a Registered Provider. The details are set out below in the table.

Stock Retention	Issue/ criterion	Stock Transfer
<p>More control could be offered than the current level – for example through TMOs or estate boards. But ultimately options are limited by the nature of council ownership. Councillors would always have the final say in a democratic organisation.</p>	<p>Opportunities for resident control</p>	<p>More control could be offered than the current level. The resident-led (or strongly resident influenced) board of a new housing association would have the final say on the options for control on offer to tenants and leaseholders.</p>
<p>Principle of “not fettering future discretion” applies. Any single political administration at the council could offer greater safeguards – but these could always be revoked or revised by any future political administration.</p>	<p>Ability to safeguard residents’ homes and estates</p>	<p>Greater safeguards could be both offered and maintained as these issues would come under the direct control of the resident led (or strongly resident influenced) board of a new housing association.</p>
<p>Provided through the statutory Secure tenancies offered by local authorities. Councils have both defined and limited grounds for possession. Tenancy agreement may be varied following consultation.</p>	<p>Security of tenure</p>	<p>Provided through the contractual framework of Assured tenancies as supplemented by any additional terms offered to tenants voting in a ballot. The Council would safeguard the ‘offer’. Tenancy agreement may only be varied with tenant’s consent.</p>
<p>For all practical purposes, both rents and benefit thresholds are set by central Government. Previously the Council had some discretion here, but that was removed by the Chancellor’s summer 2015 budget for at least the next four years.</p>	<p>Affordability for residents</p>	<p>Rent levels and benefit levels are set by central Government. Housing associations have had to follow central Government/ HCA requirements on rent levels for many years now and there is no evidence that this will change in the future.</p>

Stock Retention	Issue/ criterion	Stock Transfer
<p>Councils are democratic bodies and most council tenants and leaseholders are also local electors. Accountability for housing decisions is via the council's Cabinet of elected Councillors. Regulation is through the HCA and, to an extent, the Council's auditors.</p>	<p>Accountability and regulation</p>	<p>The ultimate regulators would be the HCA who set standards and ensure compliance. Within the housing association, the board is likely to have a direct line of accountability to residents – for example through an open membership arrangement.</p>
<p>Subject to standards required of public bodies. No direct input by tenants and leaseholders to council policy making on housing.</p>	<p>Policy and operational standards (for example, housing service standards, complaints and equality and diversity)</p>	<p>At the national level, subject to the operational standards set by the HCA/GLA under their statutory powers. The resident-led (or strongly resident influenced) board of the housing association would direct these standards and policies.</p>
<p>Subject to the financial capacity of the HRA. The 2015 rent reductions mean that a potentially significant element of capital expenditure must be deferred, or a programme of substantial reductions in management costs would have to be implemented to avoid the Council breaching its HRA debt cap.</p>	<p>Investment and timing of investment</p>	<p>Subject to the financial capacity of the housing association business plan and supported by bank lending. There is no equivalent to the HRA debt cap to artificially limit expenditure. But borrowing always has to be affordable and paid back.</p>
<p>To March 2015, the 40 year HRA business plan was tight, but viable. Now it is subject to a number of negative influences including rent reductions that would mean deferring investment and future loss of stock or funds from the compulsory sale of high value voids.</p>	<p>Financial viability (of business plan)</p>	<p>The housing association's business plan would be set around the net income generated by the housing stock over 30-40 years and so would automatically pick up all planned and necessary expenditure. Plans would be scrutinised by the regulators and by funders.</p>

Stock Retention	Issue/ criterion	Stock Transfer
<p>HRA is ring fenced so only HRA resources can be spent on local authority housing. Previously, some central Government programmes have supplemented this, but none are on offer at present.</p>	<p>Access to other sources of funding</p>	<p>The vast majority of housing associations are not-for-profit and many are charities or have charitable aims and objectives. They can therefore bid for and access external funding to support specific projects. However this capacity is relatively small scale.</p>
<p>Some small scale new build programmes are in place. Borrowing to build new council homes is always subject to the HRA debt cap.</p>	<p>Ability to deliver new housing</p>	<p>Any new housing association would include in its business plan the borrowing it needed to deliver ambitious but affordable new housing programmes. This borrowing would be limited by the ability of the properties to generate rent and/or sales, but not by a mechanism equivalent to the HRA debt cap.</p>
<p>The position has improved of late, but the Council could do more to engage and communicate with tenants and leaseholders. All communications need to be in line with the Council's corporate brand identity.</p>	<p>Ability to engage and communicate effectively</p>	<p>Some regulatory guidance around these issues, but policy on engagement and communication is almost entirely in the hands of the resident-led (or strongly resident influenced) board.</p>
<p>Although theoretically independent, UK local government is a creature of statute and is also often subject to close central Government control.</p>	<p>Organisational independence</p>	<p>Housing associations are independent bodies (but where they are registered providers are regulated by the Homes and Communities Agency) – although the Office for National Statistics is currently reviewing how their borrowing should be classified.</p>
<p>The housing service is part of a larger democratically-controlled organisation. Some non-housing services contribute to housing management and so charge costs to the HRA.</p>	<p>Corporate impacts on the Council</p>	<p>A housing transfer would mean some council staff transferring to a new not-for-profit landlord and others providing services to it contractually. The Council would have to bear some loss of recharges to its General Fund and other costs if HRA debt is repaid earlier than planned.</p>

Stock Retention	Issue/ criterion	Stock Transfer
<p>The housing service is part of a larger democratically-controlled organisation. Some non-housing services contribute to housing management and so charge costs to the HRA.</p>	<p>Corporate impacts on the Council</p>	<p>A housing transfer would mean some council staff transferring to a new not-for-profit landlord and others providing services to it contractually. The Council would have to bear some loss of recharges to its General Fund.</p>
<p>Council tenants and leaseholders are also council tax payers. For the most part, the ring-fenced nature of the HRA means that HRA financial matters don't impact on council tax payers.</p>	<p>Impact on council tax payers</p>	<p>Transferring tenants and leaseholders would still be council tax payers. Some of the costs of a transfer would be borne by the council's General Fund. Longer term, council tax payers may benefit from increased levels of new housing in the Borough and more employment opportunities locally.</p>
<p>The impact of both tighter HRA finances and the enforced sale of voids probably means a gradual reduction in staffing levels. Housing will also be affected by the wider reductions in staffing as the Council continues to implement nationally imposed cuts.</p>	<p>Impact on current housing staff</p>	<p>Most council housing staff would transfer to the new housing association. Those providing services through contractors would probably not be affected if contracts are also transferred.</p>
<p>Very much as in the present arrangements. A future retention option in itself neither boosts nor limits the Council's ability to innovate or build new partnerships.</p>	<p>Scope for innovation, partnership, wider impacts on local economy and new service solutions</p>	<p>Increased capacity for innovation and partnership – including any new housing association partnering with the Council itself. Greater levels of affordable housing would impact on the wider community. A new housing association with over 17,000 units would be a major player in the Borough and in London.</p>
<p>Incoming political administrations can set the tone for organisational culture throughout the council. Councils are large organisations and this affects their ability to be flexible and agile.</p>	<p>Organisational culture, agility and flexibility</p>	<p>Opportunity to review and focus on a new organisational culture. The resident-led (or strongly resident influenced) board would set the strategy for this alongside any new executive team that is put in place.</p>



**PURSUING THE
STOCK TRANSFER
OPTION**

9.1 ACTIVITIES AND TIMESCALES TO BE MET

The Residents' Commission meeting on 5 October 2015 considered an earlier draft of this Strategic Housing Stock Options Appraisal Report. Based on the information set out in that Report, the Commissioners requested an additional section be drafted focusing on what pursuing stock transfer as a recommended option would involve. This section sets out in more detail:

- Activities and timescales to be met

- Financial implications of stock transfer to the Council
- Shadow governance arrangements
- Liaison with Central Government, the Greater London Authority (GLA) and the Homes and Communities Agency (HCA)
- Future reports to Cabinet

On the basis that a new DCLG Housing Transfer Manual reflects current guidance, the following stages of work can be anticipated:

Activity
Preliminary discussions with GLA/DCLG leading to submission of a transfer application
GLA/DCLG considers application and where consent makes recommendation for approval to CLG
CLG and HM Treasury consider transfer application and where content approves
GLA notify Council that Government is content and Council may proceed to formal consultation subject to offer document being agreed
Council statutory consultation (Stages 1 and 2)
Engagement with social housing regulator (for registration)
Four week sign off checklist
Transfer completes

Any such application would need to meet business case requirements, reflected both in the DCLG Housing Transfer Manual, drawn from HM Treasury Green Book appraisal criteria, setting out how the proposal achieves the following:

- The strategic case for transfer – the drivers for change with strong emphasis on macro benefits
- The economic case for transfer –

monetising the benefits shown in the strategic case

- The commercial case for transfer – private finance for the transfer, asset management plans and landlord selection
- The financial case for transfer – the specific costs of the new transfer
- The management case for transfer – the timely delivery of the transfer programme

9.2 FINANCIAL IMPLICATIONS OF STOCK TRANSFER TO THE COUNCIL

As part of the transfer application development process, detailed consideration will need to be given to the following financial implications:

- Loss of revenue income for the Council's corporate services
- Unfunded pension costs
- Loss of council tax income on void (i.e., empty) properties
- Income from service level agreements (i.e., Housing Revenue Account funded services provided by other council departments)
- Transfer value and premiums and discounts on early redemption of debt
- Value Added Tax (VAT) Shelter arrangements
- Preserved Right to Buy
- Set up costs of the new organisation
- Cost of stock transfer

The Cabinet Report proposing the transfer application will need to set out in costed detail the financial implications of each of these items.

9.3 ESTABLISH SHADOW GOVERNANCE ARRANGEMENTS

If the Council decides to proceed with submitting an application to transfer its homes it will also need to consider the need to complete the registration of the new organisation with the Homes & Communities Agency (HCA) as a Registered Provider before the transfer can take place.

The Secretary of State's final consent to transfer will not be given until the new landlord is registered with the social housing regulator, being the HCA. In order to achieve registration, the governance arrangements for the Board of the landlord must satisfy the HCA's requirements.

In April 2015, the HCA announced increased scrutiny of new registrations and those new registrations would have to be fully compliant with the requirements from Day One of operation and not simply have a plan in place to become compliant.

If the Council's transfer proposal is approved by Central Government and agreed by tenants at a ballot, ownership of its homes would be transferred to the new Registered Provider. The Board would be responsible for:

- determining overall strategy
- monitoring and control of finance and performance of the landlord
- appointing and removing Board members
- overseeing service delivery and asset management
- direction and control of the landlord's affairs

All Boards must be registered in accordance with the guidelines set out in the HCA's "Guidance on Applying for Registration as a Provider of Social Housing". The HCA will expect Boards to be competent as social housing providers and will also expect to see a strong Board, leading the organisation.

9.4 LIAISON WITH GOVERNMENT, GREATER LONDON AUTHORITY (GLA) AND THE HOMES AND COMMUNITIES AGENCY (HCA)

The Council has had informal discussions on the Strategic Housing Stock Options Appraisal with the DCLG and GLA, particularly in relation to the possibility of the Council pursuing a housing transfer option. In order to advise the DCLG and GLA of the outcome of the Strategic Housing Stock Options Appraisal, it is proposed that a copy of this report should be provided, following the Council's decision.

9.5 FUTURE REPORTS TO CABINET

A number of key reports will need to be developed and approved by the Council, in conjunction with the Shadow Board when created, in order for the transfer option to be implemented. These are:

- Governance structures of and with the new Registered Provider – including the agreement of the constitution and appointment/election/nomination of the new Registered Provider Board of Management.
- The Transfer Agreement – this will set out the legal relationship between the Council and the new Registered Provider.

- The first 5 years of Transfer Promises (i.e. Annual Delivery Plan) – this will cover what the Council's expectations of the new Registered Provider are including performance delivery targets.
- The financial arrangements for the Registered Provider.
- The proposed staffing arrangements including those under the TUPE regulations.
- Accommodation and other land management issues.
- Contract management – this will deal with any live contracts already in existence and how they will be dealt with in the future.

The Council will need to ensure that transfer proposals are communicated to all internal and external stakeholders throughout the next stages of the process.

The next report considering all these issues will be considered at the Cabinet Meeting on 7 December 2015.

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GLOSSARY

Affordable Housing/Homes: Homes available to rent or buy below open market value, often built with public subsidy. This includes council rented homes; housing association rented homes; shared ownership (part rent/part ownership) homes."

Assured Tenancy: This is a type of contractual tenancy agreement that is usually offered to tenants of housing associations.

Arm's Length Management Organisations (ALMO): Not-for-profit organisations set up by local authorities to manage their housing stock. The ownership of the housing stock stays with the Council as the legal landlord. Traditionally, an ALMO is controlled by a Board of Management – made up of an equal number of Councillors, Residents and expert advisers and/or independent representatives.

Community Gateway Association (CGA): With this model of housing organisation, matters such as governance, ownership and management of the housing stock are transferred to an elected tenant/resident body.

Consumer Price Index (CPI): A measure of inflation. CPI is based on cost of a representative sample of goods and services (food, fuel, clothes etc.) intended to reflect "typical" household spending on such items. The index works by considering the costs of these items last year compared to their cost today and finding the proportional difference. The Retail Price Index (RPI) includes an allowance for housing costs whereas the CPI does not. Therefore, income/expenditure that is linked to the CPI index means they will be lower than if they would be than if they were linked to RPI. The main difference between CPI and RPI, is that CPI does not consider the cost of housing (rent, mortgage, council tax) in its calculations whereas the RPI does. Therefore, it is generally held that CPI reflects changes in consumer spending relative to changes in the price of goods and services, more accurately than RPI.

Decent Homes Standard: A minimum standard of housing condition set by the Government in 2000 whereby homes must:

- meet the current statutory minimum standard for housing

- be in a reasonable state of repair
- have reasonably modern facilities and services
- provide a reasonable degree of thermal comfort.

Department for Communities and Local Government (DCLG): The abbreviation for a central government department. It is responsible for housing, planning, communities, and local government.

Greater London Authority (GLA): Established by the GLA Act 1999. Its staff are appointed by the Head of Paid Service, the GLA's most senior official, and serve both the Mayor and the London Assembly.

In its role serving the Mayor, the GLA is responsible for developing and implementing the Mayor's planning, housing, transport (and other) strategies and policies. The GLA also supports the work of the London Assembly which scrutinises the work of the Mayor. The planning policies of the Mayor of London are detailed in a statutory London Plan that is regularly updated and published.

HM Treasury (HMT): HM Treasury is the government's economic and finance ministry, maintaining control over public spending, setting the direction of the UK's economic policy and working to achieve strong and sustainable economic growth.

Housing Association: Also known as Registered Social Landlord (RSL) and Private Registered Provider (RP) is a not-for-profit organisation set up to provide affordable housing. Housing Associations range from small community-led groups, to larger operations involved in house building and development, often accessing funding through the Homes and Communities Agency, or private backers. Surplus from income generated is ploughed back into the organisation to maintain existing homes and to help finance new ones. They exist to provide affordable housing including providing access to affordable or low cost home ownership schemes.

Homes and Communities Agency (HCA): The HCA took over the responsibility for social housing regulation, housing and regeneration in 2008 as a successor to the Housing Corporation and English Partnerships. In 2010, the functions of the Tenant Services Authority were merged into the HCA.

House Price Index (HPI): The most up-to-date monthly sample of residential property asking prices issued by the Land Registry. The index monitors changes in house prices both annually and monthly, providing a comprehensive view on the current state of the property market in England and Wales.

Housing Representatives Forum: Previously called the TRA Forum, the Housing Representatives' was introduced in 2015 so that Hammersmith & Fulham residents could meet regularly with officers and decision-makers and have the opportunity to influence and shape housing policy and services.

Housing Register: Every local authority with housing responsibilities is required to produce a Housing Allocation Scheme. This scheme sets the 'rules' by which affordable and other forms of suitable accommodation are allocated to applicants needing housing support, such as homeless applicants. Successful applicants will need to meet both the eligibility and qualifying rules of the Scheme. If the local authority assesses an applicant's housing need as genuine, then they will be put on the Housing Register and an offer of suitable accommodation will be made at some point in the future. The timing of their offer will be dependent on the availability of suitable accommodation, so applicants are sometimes placed in temporary accommodation until such an offer can be made.

Housing Revenue Account (HRA): The Housing Revenue Account funds housing services provided to tenants and leaseholders in properties owned by the council (including properties held on a long lease), that are paid for by tenants' rents, tenants' service charges, leaseholders' service charges and any other associated income from land held for "housing purposes".

HRA Business Plan: A document that sets out income and expenditure projections for the council's housing stock. The HRA business plan can be for as long as 40 years and aims to provide the Council and its stakeholder partners with direction and priorities for how to manage its housing stock and provide services for its tenants and leaseholders. Themes such as 'Value for Money' are often found in the HRA business plan.

Housing Strategy: Sets out the local authority's approach to housing in its area and how it intends address them through investment and other management interventions.

Affordable housing is often at its core, but such documents also focus on private sector housing and the wider regeneration agenda.

Intermediate Housing: The collective term for all forms of both Low Cost Home Ownership (e.g. shared ownership) and submarket rented housing, but excluding social rented housing.

Large Scale Voluntary Transfer (LSVT): In the context of H&F's Strategic Housing Stock Options Appraisal, it is referred to simply as Stock Transfer. This is a transfer of local authority homes to a housing association and it must be approved through a ballot of tenants and by the Secretary of State.

Local Plan: The spatial development strategy for the local authority area. The Local Plan will need to be in general conformity with the Mayor's London Plan. It will cover all aspects of the development of the built environment ranging from housing; parks and leisure; office; retail; transport; education facilities. The Local Plan will help shape the future of the area and to determine individual planning applications and deliver development.

Mutual: A model of housing organisation that, in the context of H&F strategic housing stock options appraisal, involves the creation of a Mutual Housing Association set-up which means that governance, ownership and management of the housing stock lie within the membership, which may include both the residents and/or the officers.

Options Appraisal: The process seeks to assess whether there are better ways to achieve objectives, and better uses for the resources involved. In the context of the Council's Strategic Housing Stock Options Appraisal, the Options Appraisal will consider in detail the long term investment needs of the Council's tenanted and leasehold properties. The process will also allow the Council to explore options to secure investment to maintain and deliver further improvements to Council homes and deliver wider community regeneration outcomes.

Registered Providers: Social housing providers – council and housing association landlords – registered with the Homes and Communities Agency.

Residents' Commission: Independent working group set up by Hammersmith & Fulham Council to consider the best options for the future of social housing in the borough. The commission is made up of 6 council tenants, 3 leaseholders and 3 independent housing experts. The Commission is chaired by former housing minister Rt Hon Keith Hill. Commissioners are being supported by external advisers to ensure that appropriate independent advice is provided to them, the residents and to the Council.

Retail Price Index (RPI): The standard and most commonly used measure of inflation. RPI is based on the cost of a representative sample of goods and services (food, fuel, clothes etc.) intended to reflect "typical" household spending on such items. The index works by considering the costs of these items last year compared to their cost today and finding the proportional difference. Generally, RPI rises more quickly than CPI (or consumer Price Index). Therefore, income/expenditure that is linked to the RPI index means they will be higher than if they were linked to CPI. The difference between RPI and CPI, is that RPI considers the cost of housing (rent, mortgage, council tax) whereas the CPI does not

Right-to-Buy (RTB): A scheme under which longstanding local authority tenants are entitled to purchase their homes at a heavily discounted price. To qualify for the scheme, an individual must be a tenant of at least three years' standing.

Service Charge: Charge paid to landlords or, in the case of leaseholders to the owner of the freehold, in exchange for maintaining communal areas of a development.

Shared Ownership: A low cost home ownership product that allows people to buy part of a home and rent the remaining part, often from a housing association. Shared owners have the right to buy more shares in the property they part-own (minimum 10% tranches) thus reducing the amount of rent they pay the housing association. This process is known as 'Staircasing'. Shared owners can also opt to resell the property and will retain their share of the sale proceeds. It is worth noting that the housing association will have the option of nominating a suitable purchaser for a set period of time – usually 8 weeks.

Social Housing: Housing provided by a council or registered social housing provider.

Sheltered Housing: Council (or housing association) homes that are designated for older people.

Staircasing: The process of buying additional shares in a shared ownership property (10% tranches is the minimum share that the shared owner can buy).

Stock Condition Surveys: Conducted to assess the condition of the Council's housing stock. This is to help Councils identify the works that are needed in the future and the level of investment required to meet those needs. Councils can then plan how best to use their resources to meet the identified works. A representative sample of the Council's stock is usually surveyed with the results extrapolated to populate a representative picture of the entire stock. Anomalies are usually identified early and factored into the survey.

Stock Transfer: Otherwise known as Large Scale Voluntary Transfer (LSVT), is a transfer of local authority homes to a housing association and it must be approved through a ballot of tenants and by the Secretary of State.

Strategic Housing Market Assessment: A research document which assesses market and affordable housing needs over the medium to long term, taking account of factors such as forecast demographic and population movement changes in the respective areas. Such an assessment may be carried out regional, sub regional or local levels and are part of the evidence base required for local planning documents.

Supplementary Planning Documents (SPDs): are supplementary documents to the Local Plan and focus on particular issues such as provision of affordable housing. SPDs do not make new policy, but are intended to set out in more detail how planning policies adopted in the Local Plan should be implemented.

Tenant Management Organisation (TMO): A not-for-profit organisation set up by tenants and/ or leaseholders to manage their estate/ block. Each TMO has its own legal contract with the council, known as the management agreement. This agreement outlines what services the TMO is responsible for and what services the council is responsible for. The services provided by TMOs are mainly funded by the management fees paid by the council under the management agreement.

Tenants and Residents Association (TRA):

These residents' associations are independent to but registered with the council and are run by residents living in the council's housing stock.

ANNEXES

Note: For clarity, the suite of reports that are to be submitted to the Cabinet meeting of 7 December 2015, will have the same Annex references as those referred to in this report.

Annex A – Residents' Commission Report

Annex B – 2015 Strategic Housing Stock Options Appraisal (this report)

Annex C – Savills' Stock Condition Survey Report

Annex D – Capita's Financial Appraisal Report

Annex E – TPAS Independent Tenants' & Leaseholders' Adviser Report

Annexes C-D are available on the Council and Commission websites.

www.lbhf.gov.uk

www.hf-residents-commission.org.uk.



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Strategic Housing Stock Options Programme

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London Borough of Hammersmith & Fulham

Stock Condition Survey Report

September 2015

Prepared For:



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London Borough of Hammersmith & Fulham Stock Condition Survey

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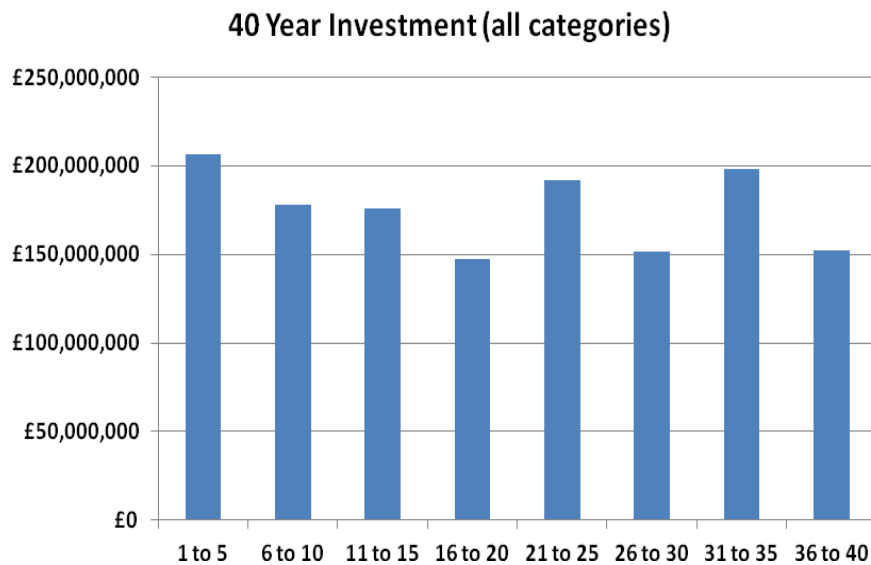
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PART A

1.0 EXECUTIVE SUMMARY

- 1.1 Savills were instructed by Hammersmith & Fulham Council to undertake a sample stock condition survey in April 2015. The main objective of the survey was to provide the Council with robust information relating to the level of investment required to the stock over a 40 year period across all areas of investment. This survey is not intended to be an asset management survey.
- 1.2 In accordance with your instruction we have undertaken a stock condition survey of your housing stock with a view to assessing the current and future repairs and maintenance liability. Of a total of **11,722** rented dwellings we have surveyed **1,362 (11.6%)** internally and externally. This stock total excludes properties located with West Kensington and Gibbs Green estates and Edith Summerskill house where the properties were assessed by way of a desktop study of available stock data.
- 1.3 The total forecast expenditure to maintain the stock to a reasonable standard including revenue expenditure over 40 years is estimated at **£1,405,760,351 (£1.4 billion)**. This equates to **£119,925** per tenanted dwelling or **£2,998** per dwelling per annum. The costs are at a base date of September 2015 and comprise all items of capital and revenue maintenance expenditure and

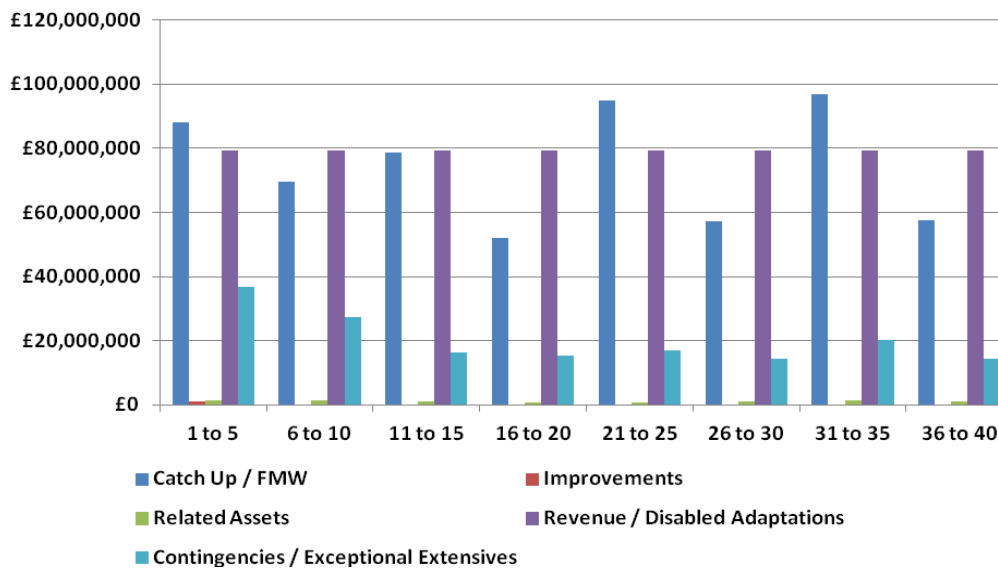
include contract preliminaries, but excludes professional fees, management costs, VAT and inflation. This expenditure is shown graphically on the chart overleaf.



1.4 This profile illustrates that the peak of investment required to the stock is in the short term, following which the investment level reduces before fluctuating reflecting the existing condition of the stock and future life cycle replacements.

1.5 The following graph illustrates the overall expenditure profile over the same time period, but broken down across the key investment headings.

40 Year Investment (by category)



1.6 This graphic demonstrates that the Future Major Works (FMW) category (replacement of existing building elements derived from the survey) is the main driver in the overall investment profile in the short term, and reflects the existing condition of the stock, along with the contingency/exceptional extensive category that allows for undertaking additional structural and compliance works where required. This graphic also demonstrates the continuing need to invest in existing ongoing regimes regarding cyclical, void and responsive maintenance (Revenue).

1.7 Externally, the fabric of the properties is generally sound with a majority of dwellings benefiting from replacement windows (albeit that a significant number of older street properties require window replacements over the short term). Only limited roof replacements have been identified in the short term,

however the survey has identified investment over the next 5 years for associated roofing works such as fascia, soffits and gutters etc. In addition to this the survey has also identified early investment to external areas such as fencing and paths, and common areas and facilities.

- 1.8 Internally, a large majority of properties have full central heating systems and cavity/loft insulation where appropriate. Whilst the survey has identified evidence of significant internal investment in the past specifically to areas such as kitchens and bathrooms, the survey has identified the need to maintain the investment in these areas over the short term to replace internal elements as required.
- 1.9 The spread of costs for Future Major Works (capital replacement works derived from the survey) is split over the 40 year forecast period with approximately **£206.2m** (35%) required for external works and approximately **£388.2m** (65%) for internal works. However, over the next 5 years approximately **£37.7m** (43%) of the investment is to the external areas, compared to approximately **£49.9m** (57%) for internal works. In addition to this the survey has also identified approximately **£0.5m** of Catch/Up works to rectify early failing elements and/or repair items.
- 1.10 The programmed renewal works to dwellings (over 40 years) is supplemented by a **£1.0m** improvement programme that will provide new or improved

amenities to dwellings that currently do not exist. This typically comprises items such as installing additional cavity wall and loft insulation.

- 1.11 Various “related assets” exists within the stock, namely: Garages, un-adopted areas, shops, commercial units, hostel and support schemes. Following a review of these assets **£9.9m** over the 40 years has been identified to adequately maintain these areas.
- 1.12 The responsive/void and cyclical, or ‘revenue’, works total **£465.2m** (circa £11.6m per year) and **£142.0m** (circa £3.5m per year, which is made up of £2.3m of servicing items and £1.2m of decorations based on a 7 year cycle) respectively over the 40 year forecast period. These costs were derived from reviewing historic expenditure and will ensure that existing commitments in this regard will continue to be met.
- 1.13 Under a specific investment category we have allowed for all exceptional extensive works such as statutory compliance work, structural work to the non-traditional stock and scaffolding and complex mechanical and electrical works. This investment category equates to approximately **£140.7m** over the 40 years.

1.14 In addition to the above we have also made an allowance of **£23.7m** (4% of Future Major Works) over the 40 years for associated contingencies in delivering the capital programme.

1.15 All information recorded during the stock condition survey has been loaded onto a Microsoft SQL database and this has been used as a basis for analysing the data and producing the cost reports. This information has been provided to the Council for on-going use.

1.16 The site inspections were carried out during quarter 2 and 3 of 2015.

PART B

2.0 INTRODUCTION

2.1 The Hammersmith & Fulham Council are considering the future of their housing stock, and in December 2014 the Council authorised a Strategic Housing Stock Options Appraisal (SHSOA). A key part of this appraisal is ensuring robust investment information is presented. Reflecting this, Savills were invited to tender for a stock condition survey by London Borough of Hammersmith & Fulham and duly submitted our proposal in March 2015, following a formal evaluation process we were instructed to undertake the work. In summary, the main objectives of the exercise were:

- a. To provide professional advice guidance on all aspect of the Strategic Housing Stock Options Appraisal (SHSOA);
- b. To complete a desktop review to establish the quality of existing stock condition data, and identify gaps to enable a warranty being provided;
- c. To complete a sample stock condition survey to assess the future liabilities of the Council's housing stock and associated assets;
- d. To provide accurate and statistically reliable information concerning repairs and maintenance as well as improvement costs forecast over a 40 year term;

-
- e. To collect, validate and report upon attribute and condition information about the stock for the purpose of improving existing records and future maintenance planning;
 - f. To establish a methodology upon which further surveys may be undertaken;
 - g. To measure the stock against the Decent Homes Standard;
 - h. To produce a detailed 10 year forecast maintenance plan;
 - i. To collect energy efficiency data and report against energy efficient issues;
 - j. To summarise findings and data into a hard copy report and provide data electronically;

2.2 To facilitate the above, and in line with your instruction we have undertaken a stock condition survey of the housing stock and associated assets with a view to assessing the current and future repairs and maintenance liability. Of a total of **11,722** rented dwellings we have surveyed 1,362 internally and externally (11.6%). This stock total excludes properties located with West Kensington, Gibbs Green Estates and Edith Summerskill house. **Appendix 1** provides separate cost profiles for West Kensington and Gibbs Green Estates assuming the phased re-development.

2.3 We worked with the Council to obtain the information we required, such as address lists, location plans, details of construction types, etc. The survey work was undertaken between Quarter 2 and 3 2015 and the survey data was subsequently loaded onto our computer system. A summary of all costs is included at **Appendix 1**.

3.0 SURVEY COVERAGE

- 3.1 A database of properties was initially provided by the Council to be included within the survey. Savills initially undertook a full impressionistic and desktop study of the stock, including site visits of all the main estates. The purpose of this exercise was to review any existing information and ensure property types were confirmed before the sample selection. We have only reviewed and included the properties that were made available and by the Council as the basis of the fieldwork and subsequent reporting, great reliance has therefore been placed on the contents.
- 3.2 The housing stock has been declared as **11,722** tenanted dwellings and 4,528 leaseholders. This stock total excludes 538 tenanted and 128 leaseholders located within West Kensington and Gibbs Green Estates, which have been excluded post survey due to phased development. In addition to this, 67 dwellings located within Edith Summerskill house have also been excluded. The following table illustrates the survey coverage across each of the main geographical areas within the stock.

Estate	Total	Sample
Adam Walk Estate	25	1
Aintree Estate	143	17
Aldine Court	28	3
Alice Gilliat Estate	54	6
Arthur Henderson	33	4
Ashcroft Square Estate	196	24
Askham Court	56	7
Aspen Gardens	85	11
Banim Street	35	4
Barclay Close	59	7
Becklow Gardens	187	22
Benbow Court	15	2
Blakes Wharf	123	14
Brecon Estate	317	38
Bulow	129	15
Charcroft	29	3
Charecroft Estate	313	39
Clem Attlee Estate	495	60
College Court	31	4
Creighton Close	33	2
Da Palma Court	24	3
Edward Woods Estate	624	73
Emlyn Gardens Estate	185	22
Eternit Wharf Estate	49	6
Ethel Rankin Court	23	3
Flora Gardens Estate	132	16
Fulham Court	304	40
Keir Hardie	20	2
Kelmscott Gardens	51	6
Lancaster Court	149	18

Estate	Total	Sample
Mylne Close Estate	3	0
Non-Estate : Edward Woods	1	0
Non-Estate Fulham North	761	90
Non-Estate Hammersmith Central	510	60
Non-Estate Hammersmith North	412	47
Non-Estate Sands End	479	63
Non-Estate Shepherds Bush	578	63
Non-Estate South Fulham	637	62
Non-Estate South Hammersmith	3	0
Old Oak Estate	216	26
Philpot Square	59	6
Queen Caroline Estate	174	20
Rainville	23	2
Riverside Gardens	163	20
Robert Owen House	71	9
Rocque & Maton	41	4
Rosewood Square Estate	28	3
Seagrave Road	56	7
Springvale	126	15
St Peters Terrace	19	0
Stanford Court Estate	31	5
Star Road	181	22
Sulgrave Gardens Estate	33	4
Sullivan Court	259	36
Townmead Estate	71	9
Verulam	30	4
Walham Green Court	86	11
Waterhouse Close	41	5
White City Close	82	9
White City Estate	1,463	180

Estate	Total	Sample
Laurel Bank Gardens	22	5
Lintaine Close	7	0
Lytton Estate	192	23
Malvern Court	63	7
Margravine	289	36
Marryat Court Estate	11	1
Total	4,531	543
Grand total	11,722	1,362

Estate	Total	Sample
William Banfield	52	6
William Church Estate	78	11
Woodman Mews Estate	43	5
Wormholt Estate	342	41
Wyfold Road	24	3
Yeldham	15	3
Total	7,191	851

3.3 The above table illustrates a good level of access across all main areas. **Appendix 2** illustrates the achieved sample in more detail, showing the archetype groups for each estate, the number of properties within each group, the proposed sample (in blue) and the achieved sample (in red). Again this table illustrates a good level of access across each of the archetypes within each borough.

4.0 METHODOLOGY

4.1 The Survey Team

4.1.1 The Savills team specialising in planned maintenance and stock condition surveys undertook the survey. The team of surveyors, all of whom are Chartered Surveyors or staff of similar standing, have extensive experience in mass survey projects and were fully briefed on the requirements of the survey before any inspections were carried out on site. The survey team was based in the area whilst the on site inspections were carried out.

4.2 Quality Control

4.2.1 Prior to survey commencement, a pro-forma was devised which was used for data collection, and took due regard for local issues and priorities where appropriate. The content of which is included at **Appendix 3**. The information was entered into our computer database for it to be checked, collated and validated. The methodology and survey objectives were shared and tested by the Savills survey team throughout the assignment.

4.2.2 In addition to a comprehensive briefing of all surveyors prior to commencing the inspections, de-briefing meetings were held with all surveyors at the end of each day to enable queries to be dealt with immediately. Spot checks were also made on site of completed surveys to check compliance with the agreed methodology.

4.3 Validation of Data

4.3.1 Once the surveys were completed, they were loaded onto our computer database and extensive validation was undertaken electronically to check for anomalies and inconsistencies.

5.0 REPAIR/INVESTMENT CATEGORIES

In order to build up the overall cost profiles we have identified the various investment headings separately.

5.1 Catch-up Repairs

5.1.1 These are defined as repair of elements that can be brought up to a reasonable standard and will typically include isolated patch repairs not deemed to be included in day to day responsive repairs.

5.1.2 The table below illustrates the identified catch up repairs across the main building elements.

Element	Cost
Kitchen / Bathroom	£95,100
Heating / Electrics	£9,949
Roofing	£21,603
Windows / Doors	£2,758
Walls	£103,072
External Works	£23,143
Other	£32,900
Total	£497,925

5.2 Future Major Works

5.2.1 These are defined as “the provision, which should be adequate to cover the periodic overhaul / refurbishment / renewal of the building components and landlords’ fixtures and fittings, to keep the property in lettable condition” and to achieve and maintain the Decent Homes Standard.

5.2.2 All building elements have a natural life expectancy, at the end of which they have to be replaced. The life expectancies used in generating costs were based on the following:

- Industry standards.
- HAPM Property Mutual Limited manual.
- RICS and BRE publications: “Life Expectancies of Building Components”.
- The Council’s experience.
- Our experience.
- Specific life cycles given within the promise documentation.

5.2.3 Our surveyors used their professional judgement to establish when a building component requires replacement and inserted the appropriate year on the survey form. For older building components, or those which we believed to have a limited remaining life, life cycles were ignored and our assessment was based on the condition as found on site from our survey.

5.2.4 We have only recorded those items that will require renewal within the next 40 years and those items falling outside that period have not been subject to a replacement cost within our report. However we would anticipate a similar level of expenditure identified over the next 40 years to be maintained thereafter.

5.2.5 **Appendix 3** provides a full breakdown of the standard life cycles for each surveyed element. However for ease of reference the following table provides a summary of the main elements:

Element	Life Cycle
Pitched Roof	60-70 years
Flat roof	15-20 years
Windows	30 years
External Doors	30 years
Kitchens	20 years
Bathrooms	25 years
Boilers	12 Years
Electrics	30 Years

5.2.6 A full breakdown by individual elements is included at **Appendix 1**. The elements, however, can be grouped together to present the costs under larger grouped headings, as shown below:

Element	Years 1 to 5 (millions)	Years 6 to 40 (millions)	Total
Kitchen	£7.12	£115.95	£123.08
Bathrooms	£2.77	£33.91	£36.69
Electrics	£4.06	£38.82	£42.88
Heating	£19.87	£89.81	£109.69
Windows	£26.94	£71.94	£98.88
Doors	£3.74	£15.35	£19.09
Pitched Roof	£0.76	£11.94	£12.70
Flat roofs	£0.67	£15.90	£16.57
Rainwater goods / Ext Joinery	£1.41	£11.59	£13.00
Walls	£0.11	£14.16	£14.26
Environmental Works	£1.63	£12.58	£14.21
Communal services	£16.13	£59.71	£75.84
Communal doors	£1.36	£9.52	£10.88
Communal Windows	£1.08	£5.61	£6.69
Total	£87.66	£506.80	£594.46

5.2.7 As can be seen from the table above, substantial investment is required for all groupings with heating and windows being the most prominent over the first 5 years and kitchens and heating over the 40 year term.

5.2.8 The following illustrates the investment across each of the above main elements across the 40 year horizon.

5.3 Improvements

5.3.1 Improvement work generally involves the installation of components that do not currently exist at a property but would enhance the property, or upgrading an element to be replaced e.g., the survey has identified **£1,067,350** to top up loft insulation and install cavity wall insulation where none currently exists. No additional improvements have been considered within the survey scope, but the council may wish to allow an additional provision for residents' aspirations and wider environmental improvements.

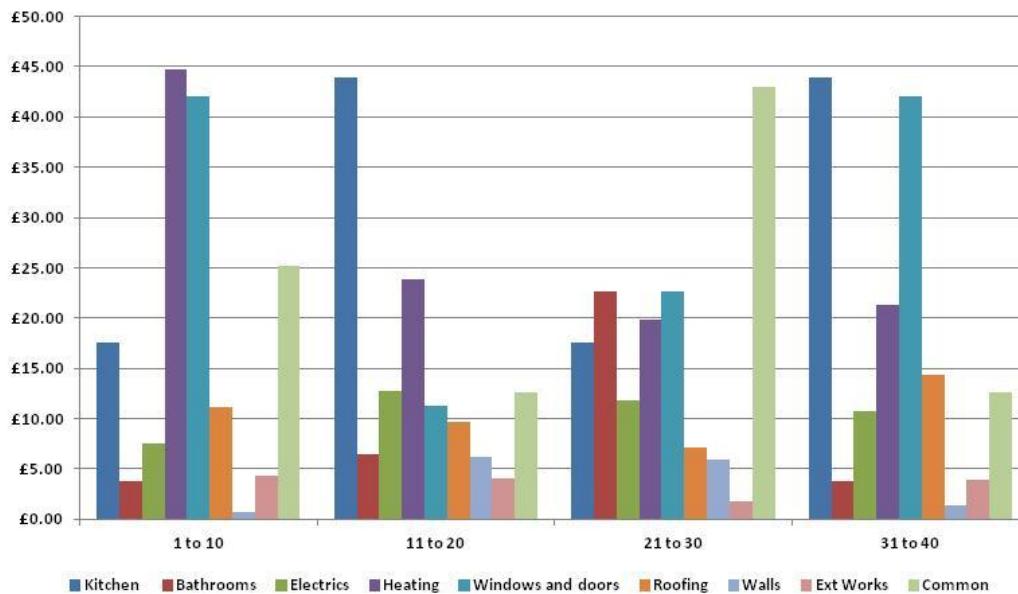
5.4 Related Assets

5.4.1 Various related assets exist within the stock which the council has an obligation to maintain. These have been recognised as follows;

- Garage sites (approximately 1,200 garages across 70 sites)
- Un-adopted roads, footpaths and play areas and equipment
- Un-adopted drains, cesspits and lighting
- Shops
- Commercial premises
- Halls
- Hostels

5.4.2 The garage areas have been inspected as part of the survey process. The remainder of the assets have been assessed via a desk top analysis and detailed discussions with key officers of the Council.

5.4.3 Using both the collected data and the desktop review the estimated 40 year costs to maintain the related assets is **£9,933,880** over the 40 years. A detailed breakdown is given at **Appendix 1**. However, the following graph illustrates the likely timing of this expenditure.



5.4.4 The survey results indicate that while investment has been made to these assets in the past, there is a need to continue to invest relatively heavily in the stock over the short term.

5.5 Contingent Major Repairs

5.5.1 Contingent major repairs are defined as repairs of a kind, which cannot be specifically foreseen and may arise from latent defects in construction. In line with common practice we have allowed a provision of 4% on Future Major Works over the 40 year period, which equates to approximately **£23,778,514** over the 40 year horizon.

5.5.2 The allowance is specifically in respect of unforeseen work that has not been identified elsewhere in the survey but, from both our experience and that of the

Council, can be predicted as likely to occur. Examples include, but are not limited to, cavity wall tie failure, uninsured subsidence/settlement, general structural defects, drainage failure and latent defects in construction.

5.6 Response and Void Property Maintenance

5.6.1 Responsive and Void property maintenance is defined as “maintenance arising from the landlord’s obligation to carry out repairs to a property, either upon a tenant’s request or arising from staff inspection or in connection with the re-letting of a property”.

5.6.2 The Council has provided Savills with current out-turn information relating to response expenditure. Savills have reviewed this budget in detail with key officers and have ensured that any items of work relating to component replacement (such as replacing a boiler) carried out under this budget have not been included, as the financial provision has already been allowed for under the Future Major Works section of this report. This has resulted in a total allowance over the 40 years of approximately **£421m** for responsive repairs (circa £10.5m per year).

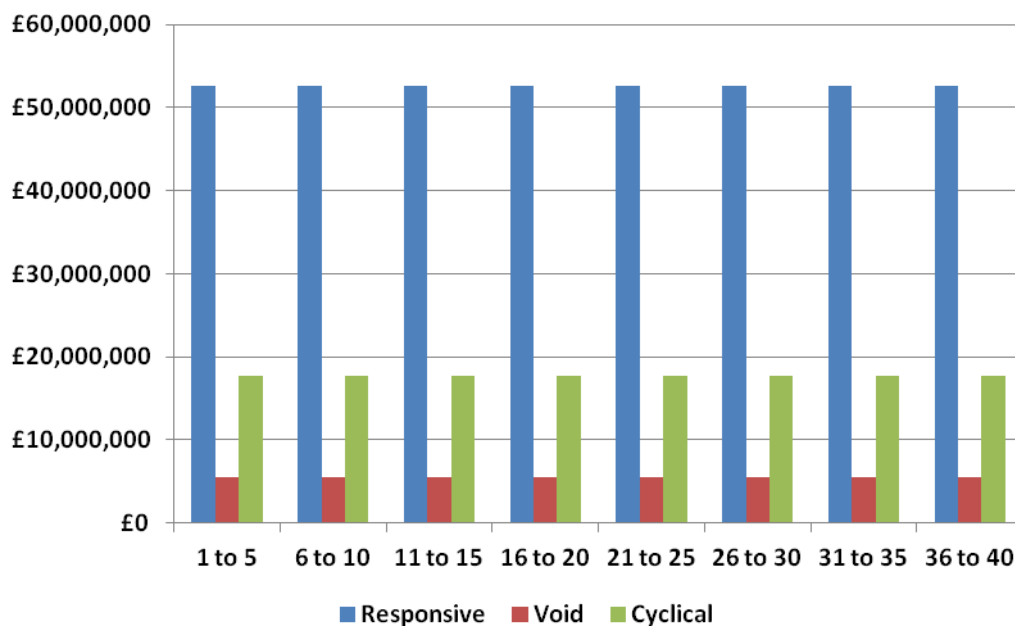
5.6.3 As with the responsive budget the Council has provided information relating to the current expenditure level to provide an adequate void service, to ensure properties are re-let to an acceptable standard. Following a review of this area an allowance of **£44m** has been taken forward over the 40 years (circa £1.1m per year)

5.7 Cyclical Maintenance

5.7.1 Cyclical Maintenance is defined as “maintenance and servicing, generally similar to that stated for programmed repairs”. However, it is more specifically identified as various items recurring on an annual basis and the servicing of installations, such as boiler servicing, cyclical decorations etc.

5.7.2 The cyclical investment forecasts were produced by initially assessing the Council’s historic expenditure for the cost and extent of work required in this area. Each specific area was then reviewed in more detail to assess whether projections from this base position were acceptable for future projections. The result of these interrogations has identified approximately **£142m** being taken forward for cyclical maintenance (circa £3.5m per year, which is made up of £2.3m of servicing items and £1.2m of decorations based on a 7 year cycle).

5.7.3 **Appendix 1** provides additional detail regarding the make up of these costs. However the graph below summarises the assumed investment levels across the 40 years for each of the main headings.



5.8 Exceptional Extensives

5.8.1 Exceptional Extensive Works are major works which are required to remedy particular significant defects and fall outside the definition of routine repairs and maintenance. They are usually works needed to provide the most effective technical solutions and will reduce future repair and maintenance costs. An example would be overcladding of a block to prevent water penetration which was causing damp etc.

5.8.2 Through discussions with the Council the following items have been identified for inclusion under this reporting category:

5.8.3 **Asbestos:** The Council has a duty to manage asbestos within the housing stock. Through discussions with the Council an allowance has been made of **£5,000,000** over the 40 years to manage this area of work, of which **£2,000,000** is allocated within the first 5 years reflecting the volume of capital works, as inevitable the greater the volume of capital work the greater the associated asbestos related works. These costs are specifically for associated extra over items in relation to asbestos, such as removal where necessary, and the on going management of this area of work.

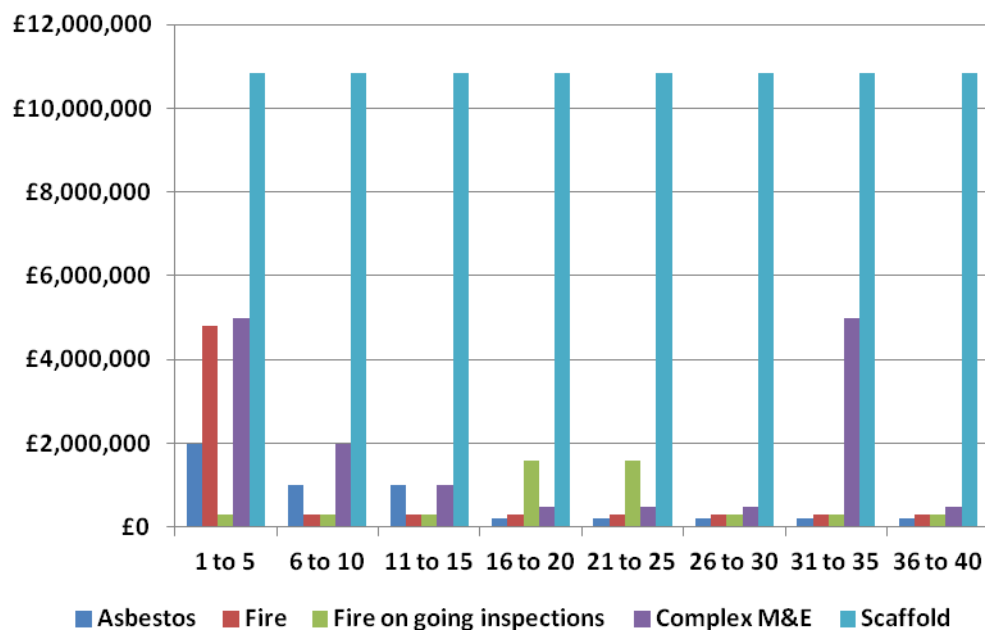
5.8.4 **Fire Risk Assessment Work:** The Regulatory Reform (Fire Safety) Order 2005 became law in England & Wales in October 2006. This order places the duty of care onto the Landlord (The Council) to ensure the common areas to the flatted stock are assessed and all appropriate works undertaken to mitigate the risk to the residents in the case of a fire. Fire Risk Assessments have been undertaken in the past which have identified **£7,500,000** of works to ensure compliance with the Order over the next 5 years along with a further allowance of **£2,400,000** over the 40 years for continued inspections and management. Reflecting this we have taken this allowance forward under this investment heading.

5.8.5 Non-Trad Structural Works and High Rise: There are various properties within the stock built of a non traditional method (reinforced concrete, steel/timber frame etc) Structural inspections are in the process of being undertaken to establish the current condition and provision for future works in this area. Having discussed this area with the structural engineers a provisional allowance of **£24,150,000** has been allowed over the 40 years, of which **£10, 500,000** has been allowed for within the first 5 years.

5.8.6 Complex Mechanical and Electrical Works: Given the nature of the high rise and large block of flats and additional allowance in made under this investment heading for complex M&E, typically common water tanks, lateral electrical mains and associated compliance works associated with undertaking work of this nature, Following a series of discussions with the Council an allowance of **£15,000,000** has been taken forward over the 40 years **£5,000,000** of which has been allocated within the first 5 years.

5.8.7 Scaffolding: Given the high percentage of flats within the stock, scaffolding can be a significant cost when undertaking capital works. Having reviewed past investment in this area, we have agreed with the Council an allowance of **£86,678,480** over the 40 years spread equally across the timeframe.

5.8.8 **Appendix 1** provided detailed information regarding the timing of this investment over each of the investment categories. The following however illustrates this investment graphically.



6.0 DISABLED ADAPTATIONS

6.1 The Council has an on-going obligation to provide appropriate adaptations to the housing stock to allow residents to stay in their homes as their circumstances change, (level access, handrails, stairlifts etc). Through reviewing historic expenditure in this area, and reflecting the anticipated demand for this service going forward we have allowed a provision of **£28,000,000** over the 40 years to meet this obligation, which has been spread evenly across each year.

7.0 LEVELS OF PRICING

7.1 The work recorded as part of the Stock Condition Survey has been priced using a Schedule of Rates, a copy of which is included at **Appendix 3**. The Schedule has been based on the Council's experience of letting contracts locally and our experience with other Local Authorities/Housing Associations with similar types and numbers of property. The following summarises the main elements and their anticipated replacement costs.

Element	Replacement Costs
Pitched Roof	£5,000
Flat roof	£2,000
Windows	£4,000
Doors (per door)	£700
Kitchens	£5,250
Bathrooms	£2,750
Boilers	£2,000
Electrics	£1,900

7.2 If the work is planned and procured correctly, we believe that the unit rates identified can be achieved. However, poor planning/procurement could result in variations to these rates.

7.3 All costs within this report are at a base date of September 2015 and include contract preliminaries, but exclude professional fees, management costs, inflation and VAT.

8.0 COST REPORTS

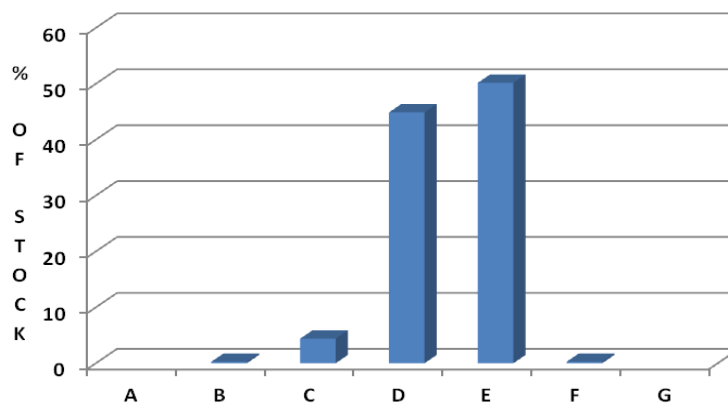
8.1 A summary of all costs and an elemental summary for the whole stock is included at **Appendix 1**.

9.0 ENERGY ASSESSMENT

- 9.1 As part of the stock condition survey, we have undertaken an assessment of the energy performance of the properties by carrying out a specific energy survey, whereby RDSAP information was collected and then processed using approved energy software (NES1).
- 9.2 Generally the properties score reasonably well on the SAP (Standard Assessment Procedure) ratings with an overall average of **67.8**.
- 9.3 All energy related software systems are heavily weighted toward the heating systems within the dwelling. The Council has a large majority of properties with full central heating, consequently a reasonably good overall rating is reflected in the findings of the survey. Additional package improvement works have also been carried out which have contributed to increasing the overall energy efficiency of the properties such as window replacements, and insulation works.
- 9.4 The following graphic demonstrates the results of the surveyed properties relating to energy efficiency banded into appropriate groups according to their individual SAP rating. The following SAP bands have been used:

Band	SAP Score
A	92+
B	81 to 919
C	69 to 80
D	55 to 68
E	39 to 54
F	21 to 38
G	1 to 20

9.5 Using the above classifications the overall results of the energy assessment across the stock is illustrated below:



10.0 DECENT HOMES ASSESSMENT

10.1 As part of our survey we have made an assessment of the level of non-decency in the housing stock. This assessment has been measured in accordance with issued guidance. We have identified that **262 properties** detailed in paragraph 10.4 that currently fail this assessment.

10.2 The works identified in the first year of our costs will bring the currently non decent properties up to a decent standard and prevent further properties becoming non decent. The works identified in the following 39 years will ensure decent properties do not become non decent during this period. We would also like to clarify that although the decent homes guidance encourages Landlords to interpret the guidance in accordance with its own particular housing stock, no such interpretation has been made at this stage to the results of the decent homes analysis. Consequently these results are to be viewed as the lowest possible standard of decency, and we encourage the Council to bear this mind when considering the aspirations of both itself and its residents, as the Decent Homes Standard in isolation rarely delivers an acceptable level of housing.

10.3 A decent home, as described by Central Government, is one that is wind and weather tight, warm and has modern facilities. In order for a social landlord to achieve this aim any individual dwelling must meet the following criteria:

a) It meets the current Housing Health and Safety Rating System (HHSRS)

In April of this year the HHSRS superseded the fitness standard as part of the Decent Homes Standard. The assessment relating to decent homes for the purposes of this report have been based on an indicative assessment of the agreed version 2 guidance.

b) It is in a reasonable state of repair

Dwellings that fail this criterion are those elements such as roofs, rewires, boilers etc that are **old** (i.e. their age exceeds their life cycle) **and in poor condition** (i.e. identified by the surveyor as needing replacement or a major repair).

The elements listed within this criteria are sub-divided into two sections, namely key components and non-key components. Failure of a single key component will fail the dwelling completely, whereby the non-key components require two or more failures to make the property non-decent. Obviously whenever a key component fails then the property will become non-decent in that year, however the culmination of two non-key components may occur over several years (e.g. a kitchen in year 1 and bathroom in year 5).

Within the example listed above there is no fixed guidance upon how it should be reported. To avoid confusion and maintain consistency with the general cost reports, we would include the cost for the kitchen and bathroom in the years that they fail. We would **not** include any costs for a dwelling that only has one non-key component failure over the forecast period.

c) It has reasonably modern facilities and services

The guidance lists six points of failure and any individual dwelling must fail on three or more items to be deemed as non-decent. As with the methodology employed for non-key components, we have included the items within the predicted year of failure in our decent homes reports and will only include costs for those dwellings that have three or more failures at the current time.

d) It provides a reasonable degree of thermal comfort

This criterion requires dwellings to have both effective insulation and efficient heating.

Again there is a potential for double counting in such situations where a dwelling does not have efficient heating and the boiler or heating distribution system is old and in poor condition under criterion b. In such circumstances we will include for the requisite replacement when it first appears and then exclude it from re-appearing in the other criterion.

10.4 The following graph illustrates the failure per element as derived from the survey.

Criteria	Element	Props failing	Cost
B Key Components	Boiler	16	£30,400
	Doors	20	£14,000
	Windows	22	£88,000
B Non key components	Bathroom	185	£508,750
	Kitchen	204	£1,071,000
C Thermal comfort	Heating	29	£116,000
Total		476	£1,828,150
Total Properties		262	

10.5 The table above clearly demonstrates that kitchens and bathroom under criterion B (non key) represent the highest area of failure.

10.6 We have also run the Decent Homes Standard over the next 5 years and if no investment is made there is approximately 2,000 properties that have the potential to fail year on year.

11.0 LEASEHOLDERS

- 11.1 A majority of tenants have the right to purchase their dwellings from Local Authorities. In the majority of cases the tenant will purchase the 'freehold' interest and the Council will no longer have any further obligations to repair and maintain the property. However, there are instances where it becomes impossible for a single tenant to purchase the freehold, usually because the construction of the dwelling forms part of a larger building (e.g. a single flat in a block).
- 11.2 In such circumstances as described above, the tenant will purchase the 'leasehold' interest and the Council will retain the freehold of the complete block. A contract, or lease, will be signed between the Council and leaseholder, part of which will contain covenants as to who is liable for repairs and maintenance. It is common practice for the freeholder to be responsible for the external/communal areas and the leaseholder to be responsible for the internal works.
- 11.3 A leaseholder will benefit from any repairs to the external and communal areas and the lease will set out how the freeholder will be reimbursed for the works. This is normally achieved via one, or a combination, of the methods listed below:

-
- Service Charge – This is where the leaseholder will pay a fixed amount on regular dates and the freeholder will undertake all repairs as necessary; or
 - The freeholder will undertake the works and charge the leaseholder a percentage of the value of those works proportional to their benefit. An example would be where the freeholder to a block of 10 flats spends £50,000 renewing the roof covering and the leaseholders would pay a contribution of £5,000 each.

11.4 Unfortunately it is rarely as simple as stated above and a Council may have entered into a number of different leases over the years all with varying obligations. It would take an extremely long time to review each lease individually and accurately work out the leaseholder contributions for the whole stock. Therefore, we have included within our report for the costs to the Council's tenanted dwellings only. **Appendix 1** provides the costs relating specifically to the leaseholders.

12.0 LIMITATIONS OF SURVEY

12.1 The inspections and report are subject to the limitations set out at **Appendix 4.**

Appendix 1

Summary of Costs

TENANTED

LBHF	Year 1= 2015					Stock				11,722	
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave	
Catch/Up	£497,925	£0	£0	£0	£0	£0	£0	£0	£497,925	£42	
All Catch Up	£497,925	£0	£0	£0	£0	£0	£0	£0	£497,925	£42	
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave	
FMW	£87,661,201	£69,482,607	£78,700,950	£52,144,488	£94,980,373	£57,214,366	£96,883,748	£57,395,112	£594,462,845	£50,713	
Kitchen	£7,124,250	£10,426,500	£34,965,000	£9,024,750	£7,124,250	£10,421,250	£34,965,000	£9,024,750	£123,075,750	£10,500	
Bathrooms	£2,774,750	£1,024,750	£1,810,500	£4,677,750	£18,133,500	£4,468,750	£2,774,750	£1,024,750	£36,689,500	£3,130	
Electrics	£4,060,400	£3,532,450	£6,616,200	£6,104,950	£7,343,600	£4,490,250	£5,958,400	£4,777,950	£42,884,200	£3,658	
Heating	£19,872,350	£24,863,950	£14,118,650	£9,699,850	£10,208,150	£9,633,000	£12,451,253	£8,838,395	£109,685,598	£9,357	
Windows	£26,935,350	£9,238,450	£5,066,750	£4,021,550	£12,744,550	£4,696,900	£26,935,350	£9,238,450	£98,877,350	£8,435	
Doors	£3,738,150	£2,145,000	£848,075	£1,305,200	£3,257,150	£1,911,650	£3,738,150	£2,144,350	£19,087,725	£1,628	
Pitched Roof	£764,663	£1,291,072	£1,543,101	£2,432,218	£643,347	£1,187,295	£436,400	£4,403,460	£12,701,555	£1,084	
Flat roofs	£673,122	£4,420,466	£1,245,448	£888,708	£3,027,575	£773,003	£2,041,152	£3,504,823	£16,574,298	£1,414	
Rainwater goods / Ext Joinery	£1,405,689	£2,585,312	£2,229,747	£1,334,887	£1,178,838	£272,978	£1,404,139	£2,586,862	£12,998,451	£1,109	
Walls	£108,123	£638,523	£2,580,163	£3,552,604	£4,838,246	£1,149,675	£239,595	£1,157,505	£14,264,433	£1,217	
Environmental Works	£1,627,044	£2,722,145	£1,827,875	£2,292,660	£1,040,812	£723,582	£1,203,405	£2,772,792	£14,210,317	£1,212	
Communal services	£16,133,673	£3,058,591	£4,836,764	£5,973,307	£22,825,581	£15,628,435	£2,750,728	£4,631,646	£75,838,724	£6,470	
Communal doors	£1,359,563	£2,345,383	£639,547	£553,543	£2,093,726	£888,129	£901,353	£2,099,364	£10,880,608	£928	
Communal Windows	£1,084,073	£1,190,015	£373,129	£282,512	£521,048	£969,469	£1,084,073	£1,190,015	£6,694,335	£571	
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave	
Improvements	£1,067,350	£0	£0	£0	£0	£0	£0	£0	£1,067,350	£91	
Wall Insulation - Install cavity wall insulation	£877,600	£0	£0	£0	£0	£0	£0	£0	£877,600	£75	
Loft Insulation - Upgrade/renew Loft insulation to 200mm	£189,750	£0	£0	£0	£0	£0	£0	£0	£189,750	£16	
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave	
Related Assets	£1,885,961	£1,614,502	£1,286,513	£719,346	£786,779	£1,007,224	£1,366,838	£1,266,717	£9,933,880	£847	
Garages and spaces	£510,961	£639,502	£511,513	£24,346	£111,779	£332,224	£491,838	£591,717	£3,213,880	£274	
Shops, commercial, halls etc	£1,000,000	£600,000	£400,000	£320,000	£300,000	£300,000	£500,000	£300,000	£3,720,000	£317	
All other assets	£375,000	£375,000	£375,000	£375,000	£375,000	£375,000	£375,000	£375,000	£3,000,000	£256	
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave	
Revenue	£75,911,420	£75,911,420	£75,911,420	£75,911,420	£75,911,420	£75,911,420	£75,911,420	£75,911,420	£607,291,356	£51,808	
Responsive	£52,659,815	£52,659,815	£52,659,815	£52,659,815	£52,659,815	£52,659,815	£52,659,815	£52,659,815	£421,278,524	£35,939	
Void	£5,500,093	£5,500,093	£5,500,093	£5,500,093	£5,500,093	£5,500,093	£5,500,093	£5,500,093	£44,000,742	£3,754	
Cyclical	£17,751,511	£17,751,511	£17,751,511	£17,751,511	£17,751,511	£17,751,511	£17,751,511	£17,751,511	£142,012,091	£12,115	
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave	
Contingent Major Repairs	£3,506,448	£2,779,304	£3,148,038	£2,085,780	£3,799,215	£2,288,575	£3,875,350	£2,295,804	£23,778,514	£2,029	
Contingent Major Repairs	£3,506,448	£2,779,304	£3,148,038	£2,085,780	£3,799,215	£2,288,575	£3,875,350	£2,295,804	£23,778,514	£2,029	
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave	
Exceptional Extensives	£36,134,810	£24,634,810	£13,234,810	£13,209,810	£13,209,810	£11,934,810	£16,434,810	£11,934,810	£140,728,480	£12,006	
Asbestos	£2,000,000	£1,000,000	£1,000,000	£200,000	£200,000	£200,000	£200,000	£200,000	£5,000,000	£427	
Fire	£7,500,000	£0	£0	£0	£0	£0	£0	£0	£7,500,000	£640	
Fire on going inspections	£300,000	£300,000	£300,000	£300,000	£300,000	£300,000	£300,000	£300,000	£2,400,000	£205	
Structural works High Rise	£10,500,000	£10,500,000	£100,000	£100,000	£100,000	£100,000	£100,000	£100,000	£21,600,000	£1,843	
Structural works cornish	£0	£0	£0	£1,275,000	£1,275,000	£0	£0	£0	£2,550,000	£218	
Complex M&E	£5,000,000	£2,000,000	£1,000,000	£500,000	£500,000	£500,000	£5,000,000	£500,000	£15,000,000	£1,280	
Scaffold	£10,834,810	£10,834,810	£10,834,810	£10,834,810	£10,834,810	£10,834,810	£10,834,810	£10,834,810	£86,678,480	£7,395	
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave	
Disabled Adaptations	£3,500,000	£3,500,000	£3,500,000	£3,500,000	£3,500,000	£3,500,000	£3,500,000	£3,500,000	£28,000,000	£2,389	
Disabled Adaptations	£3,500,000	£3,500,000	£3,500,000	£3,500,000	£3,500,000	£3,500,000	£3,500,000	£3,500,000	£28,000,000	£2,389	
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave	
Total	£210,165,115	£177,922,643	£175,781,730	£147,570,843	£192,187,596	£151,856,394	£197,972,166	£152,303,863	£1,405,760,351	£119,925	

All costs are exclusive of Professional Fees, VAT, management and administration costs and are based on today's prices. Costs are inclusive of preliminaries.

LEASEHOLDER

Leasehold Costs										
LBHF	Year 1= 2015					Stock			4,528	
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave
Catch/Up	£51,061	£0	£0	£0	£0	£0	£0	£0	£51,061	£11
All Catch Up	£51,061	£0	£0	£0	£0	£0	£0	£0	£51,061	£11
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave
FMW	£14,527,145	£10,659,230	£6,485,777	£7,365,347	£12,354,338	£6,000,971	£15,044,164	£11,093,906	£83,530,877	£18,448
Windows	£9,154,563	£3,145,971	£1,727,680	£1,366,873	£4,341,378	£1,595,936	£9,154,563	£3,145,971	£33,632,933	£7,428
Pitched Roof	£90,185	£265,375	£340,104	£606,434	£218,290	£448,828	£472,930	£281,948	£2,724,094	£602
Flat roofs	£229,207	£1,805,907	£480,853	£363,472	£1,238,374	£252,277	£569,932	£1,897,215	£6,837,236	£1,510
Rainwater goods / Ext Joinery	£401,572	£681,615	£671,223	£448,347	£412,020	£84,332	£401,572	£681,615	£3,782,295	£835
Walls	£40,148	£239,879	£1,061,999	£1,292,669	£1,720,578	£366,994	£561,094	£1,800,338	£7,083,698	£1,564
Environmental Works	£502,185	£964,480	£613,643	£748,567	£314,373	£209,828	£848,330	£560,124	£4,761,531	£1,052
Communal services	£3,064,952	£2,045,087	£1,156,176	£2,181,682	£2,991,853	£2,248,898	£1,954,887	£1,909,513	£17,553,048	£3,877
Communal doors	£581,034	£1,002,342	£274,636	£236,567	£894,792	£379,558	£606,935	£250,696	£4,226,561	£933
Communal Windows	£463,298	£508,575	£159,464	£120,737	£222,679	£414,320	£473,921	£566,488	£2,929,482	£647
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave
Contingent Major Repairs	£581,086	£426,369	£259,431	£294,614	£494,174	£240,039	£601,767	£443,756	£3,341,235	£738
Contingent Major Repairs	£581,086	£426,369	£259,431	£294,614	£494,174	£240,039	£601,767	£443,756	£3,341,235	£738
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave
Exceptional Extensives	£11,414,707	£10,214,707	£4,794,707	£4,654,707	£4,654,707	£4,454,707	£5,804,707	£4,454,707	£50,447,656	£11,141
Solid wall insulation	£2,000,000	£2,000,000	£0	£0	£0	£0	£0	£0	£4,000,000	£883
Asbestos	£500,000	£200,000	£200,000	£10,000	£10,000	£10,000	£10,000	£10,000	£950,000	£210
Structural works High Rise	£3,150,000	£3,150,000	£30,000	£30,000	£30,000	£30,000	£30,000	£30,000	£6,480,000	£1,431
Structural works cornish	£0	£0	£0	£200,000	£200,000	£0	£0	£0	£400,000	£88
Complex M&E	£1,500,000	£600,000	£300,000	£150,000	£150,000	£150,000	£1,500,000	£150,000	£4,500,000	£994
Scaffold	£4,264,707	£4,264,707	£4,264,707	£4,264,707	£4,264,707	£4,264,707	£4,264,707	£4,264,707	£34,117,656	£7,535
Other	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave
Total	£26,573,998	£21,300,306	£11,539,916	£12,314,668	£17,503,218	£10,695,716	£21,450,637	£15,992,369	£137,370,829	£30,338

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WKGG TENANTED

WK and GG Tenanted -										
LBHF	Year 1= 2015					Stock			538	
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave
FMW	£0	£0	£535,977	£535,977	£1,274,211	£1,375,338	£4,227,143	£4,328,271	£12,276,917	£22,820
Kitchen	£0	£0	£0	£0	£1,071,955	£1,071,955	£0	£0	£2,143,910	£3,985
Bathrooms	£0	£0	£0	£0	£0	£0	£803,966	£803,966	£1,607,932	£2,989
Electrics	£0	£0	£0	£0	£0	£0	£0	£535,977	£535,977	£996
Heating	£0	£0	£535,977	£535,977	£0	£0	£1,339,944	£1,339,944	£3,751,842	£6,974
Windows	£0	£0	£0	£0	£0	£0	£809,023	£809,023	£1,618,045	£3,008
Doors	£0	£0	£0	£0	£0	£0	£535,977	£535,977	£1,071,955	£1,992
Pitched Roof	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Flat roofs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Rainwater goods / Ext Joinery	£0	£0	£0	£0	£0	£0	£535,977	£0	£535,977	£996
Walls	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Environmental Works	£0	£0	£0	£0	£202,256	£0	£0	£202,256	£404,511	£752
Communal services	£0	£0	£0	£0	£0	£303,383	£0	£0	£303,383	£564
Communal doors	£0	£0	£0	£0	£0	£0	£101,128	£0	£101,128	£188
Communal Windows	£0	£0	£0	£0	£0	£0	£101,128	£101,128	£202,256	£376
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave
Revenue	£5,231,099	£1,696,424	£1,610,461	£1,610,461	£1,610,461	£1,610,461	£1,610,461	£1,610,461	£4,497,278	£8,359
Responsive	£3,709,773	£1,214,141	£1,205,949	£1,205,949	£1,205,949	£1,205,949	£1,205,949	£1,205,949	£66,600	£33,300
Void	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Cyclical	£1,521,326	£482,284	£404,511	£404,511	£404,511	£404,511	£404,511	£404,511	£4,430,678	£8,235
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave
Contingent Major Repairs	£0	£0	£21,439	£21,439	£50,968	£55,014	£169,086	£173,131	£491,077	£913
Contingent Major Repairs	£0	£0	£21,439	£21,439	£50,968	£55,014	£169,086	£173,131	£491,077	£913
Disabled Adaptations	£151,692	£151,692	£151,692	£151,692	£151,692	£151,692	£151,692	£151,692	£1,213,534	£2,256
Disabled Adaptations	£151,692	£151,692	£151,692	£151,692	£151,692	£151,692	£151,692	£151,692	£1,213,534	£2,256
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave
Total	£5,382,791	£1,848,116	£2,319,569	£2,319,569	£3,087,331	£3,192,504	£6,158,381	£6,263,554	£30,571,815	£56,825

All costs are exclusive of Professional Fees, VAT, management and administration costs and are based on today's prices. Costs are inclusive of preliminaries.

WKGG LEASEHOLDER

WK and GG Leasehold										
LBHF	Year 1= 2015					Stock				128
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave
FMW	£0	£0	£0	£0	£48,120	£72,180	£175,639	£72,180	£368,120	£2,876
Pitched Roof	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Flat roofs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Rainwater goods / Ext Joinery	£0	£0	£0	£0	£0	£0	£127,519	£0	£127,519	£996
Walls	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Environmental Works	£0	£0	£0	£0	£48,120	£0	£0	£48,120	£96,241	£752
Communal services	£0	£0	£0	£0	£0	£72,180	£0	£0	£72,180	£564
Communal doors	£0	£0	£0	£0	£0	£0	£24,060	£0	£24,060	£188
Communal Windows	£0	£0	£0	£0	£0	£0	£24,060	£24,060	£48,120	£376
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave
Contingent Major Repairs	£0	£0	£0	£0	£1,925	£2,887	£7,026	£2,887	£14,725	£115
Contingent Major Repairs	£0	£0	£0	£0	£1,925	£2,887	£7,026	£2,887	£14,725	£115
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave
Total	£0	£0	£0	£0	£50,045	£75,068	£182,665	£75,068	£382,845	£2,991

All costs are exclusive of Professional Fees, VAT, management and administration costs and are based on today's prices. Costs are inclusive of preliminaries.

Appendix 2 Sample Strategy

Appendix 3

Schedule of Rates and Life Cycles

CONDITION

Question ID	Survey Section	Question	Lifecycle	Unit	Low/Med Rise Flats/Mais	Houses/ Bungalows
367	Pitched Roof	Concrete tile	80	yr/m2	£80	£80
368	Pitched Roof	Clay tile	80	yr/m2	£80	£80
369	Pitched Roof	Natural Slate	60	yr/m2	£100	£100
370	Pitched Roof	Synthetic Slate	50	yr/m2	£80	£80
371	Pitched Roof	Other	50	yr/m2	£80	£80
374	Flat roofs	Felt	15	yr/m2	£100	£100
375	Flat roofs	Asphalt	30	yr/m2	£120	£120
376	Flat roofs	Other	50	yr/m2	£100	£100
382	Chimneys and flashings	Repoint Brick chimney	50	yr/nr	£550	£550
383	Chimneys and flashings	Re-render chimney	50	yr/nr	£550	£550
384	Chimneys and flashings	Renew Other chimney	50	yr/nr	£550	£550
387	Rainwater goods	Renew PVC rainwater goods	30	yr/lm	£50	£50
388	Rainwater goods	Renew cast iron rainwater goods	30	yr/lm	£50	£50
389	Rainwater goods	Renew aluminium rainwater goods	30	yr/lm	£50	£50
390	Rainwater goods	Renew asbestos rainwater goods	30	yr/lm	£60	£60
391	Rainwater goods	Renew concrete rainwater goods	30	yr/lm	£100	£100
392	Rainwater goods	Renew other rainwater goods	30	yr/lm	£60	£60
395	Fascia/soffit/barge	Renew PVC fascia/soffit/barge	30	yr/lm	£50	£50
396	Fascia/soffit/barge	Renew wood fascia/soffit/barge	30	yr/lm	£50	£50
397	Fascia/soffit/barge	Renew asbestos fascia/soffit/barge	30	yr/lm	£60	£60
398	Fascia/soffit/barge	Renew other fascia/soffit/barge	30	yr/lm	£50	£50
401	Soil and Vent Pipe	Renew plastic SVP	30	yr/lm	£100	£100
402	Soil and Vent Pipe	Renew cast iron SVP	30	yr/lm	£100	£100
403	Soil and Vent Pipe	Renew asbestos SVP	30	yr/lm	£100	£100
404	Soil and Vent Pipe	Renew other SVP	30	yr/lm	£100	£100
408	Windows	Double Glazed PVCu	30	yr/nr	£650	£650
409	Windows	Double Glazed Timber	30	yr/nr	£650	£650
410	Windows	Double Glazed Aluminium	30	yr/nr	£650	£650
411	Windows	Double Glazed Steel	30	yr/nr	£650	£650
413	Windows	Single Glazed PVCu	30	yr/nr	£650	£650
414	Windows	Single Glazed Timber	30	yr/nr	£650	£650
415	Windows	Single Glazed Aluminium	30	yr/nr	£650	£650
416	Windows	Single Glazed Steel	30	yr/nr	£650	£650
419	Front Door	PVCu	30	yr/nr	£650	£650
420	Front Door	Timber	30	yr/nr	£650	£650

CONDITION

Question ID	Survey Section	Question	Lifecycle	Unit	Low/Med Rise Flats/Mais	Houses/ Bungalows
421	Front Door	Composite	30	yr/nr	£650	£650
422	Front Door	Aluminium	30	yr/nr	£650	£650
423	Front Door	GRP	30	yr/nr	£650	£650
424	Front Door	Other	30	yr/nr	£650	£650
427	Back/Side doors/Balcony/Patio (2)/Other doors	PVCu	30	yr/nr	£650	£650
428	Back/Side doors/Balcony/Patio (2)/Other doors	Timber	30	yr/nr	£650	£650
429	Back/Side doors/Balcony/Patio (2)/Other doors	Composite	30	yr/nr	£650	£650
430	Back/Side doors/Balcony/Patio (2)/Other doors	Aluminium	30	yr/nr	£650	£650
431	Back/Side doors/Balcony/Patio (2)/Other doors	GRP	30	yr/nr	£650	£650
432	Back/Side doors/Balcony/Patio (2)/Other doors	Other	30	yr/nr	£650	£650
436	Main Wall Finish	Pointed brickwork/stonework	55	yr/m2	£25	£25
437	Main Wall Finish	Render/painted render	60	yr/m2	£35	£35
438	Main Wall Finish	PVC shiplap	40	yr/m2	£35	£35
439	Main Wall Finish	Timber cladding	40	yr/m2	£45	£45
440	Main Wall Finish	Tile hanging	60	yr/m2	£60	£60
441	Main Wall Finish	Concrete Panel	40	yr/m2	£50	£50
442	Main Wall Finish	Metal Panel	40	yr/m2	£50	£50
443	Main Wall Finish	Other	40	yr/m2	£50	£50
446	Secondary Wall Finishes	Pointed brickwork/stonework	55	yr/m2	£25	£25
447	Secondary Wall Finishes	Render/painted render	60	yr/m2	£35	£35
448	Secondary Wall Finishes	PVC shiplap	40	yr/m2	£35	£35
449	Secondary Wall Finishes	Timber cladding	40	yr/m2	£45	£45
450	Secondary Wall Finishes	Tile hanging	60	yr/m2	£60	£60
451	Secondary Wall Finishes	Concrete Panel	40	yr/m2	£50	£50
452	Secondary Wall Finishes	Metal Panel	40	yr/m2	£50	£50
453	Secondary Wall Finishes	Other	40	yr/m2	£50	£50
461	Wall Insulation	Install cavity wall insulation	0	v	£400	£400
462	Wall Insulation	Install solid wall insulation	0	v	£10,000	£10,000
465	External lighting	Ext lighting front	30	yr/nr	£100	£100
466	External lighting	Ext lighting rear	30	yr/nr	£100	£100
469	Porch / Canopy Roof	Clay tile	50	yr/m2	£80	£80
470	Porch / Canopy Roof	Felt	20	yr/m2	£60	£60
471	Porch / Canopy Roof	Asphalt	30	yr/m2	£70	£70
472	Porch / Canopy Roof	Slate	70	yr/m2	£100	£100
473	Porch / Canopy Roof	Lead	50	yr/m2	£100	£100

CONDITION

Question ID	Survey Section	Question	Lifecycle	Unit	Low/Med Rise Flats/Mais	Houses/ Bungalows
474	Porch / Canopy Roof	GRP	30	yr/m2	£50	£50
475	Porch / Canopy Roof	Steel	50	yr/m2	£80	£80
476	Porch / Canopy Roof	Other	45	yr/m2	£50	£50
480	Front Fences	Timber panel Front fencing	20	yr/m2	£40	£40
481	Front Fences	Chain link Front fencing	20	yr/m2	£20	£20
482	Front Fences	Post & wire Front fencing	20	yr/m2	£30	£30
483	Front Fences	Other Front fencing	20	yr/m2	£40	£40
486	Rear Fences	Timber panel Front fencing	20	yr/m2	£40	£40
487	Rear Fences	Chain link Front fencing	20	yr/m2	£20	£20
488	Rear Fences	Post & wire Front fencing	20	yr/m2	£30	£30
489	Rear Fences	Other Front fencing	20	yr/m2	£40	£40
492	Boundary Walls	Brick boundary walls	50	yr/m2	£35	£35
493	Boundary Walls	Block boundary walls	50	yr/m2	£35	£35
494	Boundary Walls	Other boundary walls	50	yr/m2	£35	£35
497	Gates	Timber	25	yr/nr	£100	£100
498	Gates	Metal	25	yr/nr	£120	£120
499	Gates	Other	25	yr/nr	£120	£120
502	Paths / Hardstanding / Drives	Concrete	30	yr/m2	£30	£30
503	Paths / Hardstanding / Drives	Tarmac	30	yr/m2	£40	£40
504	Paths / Hardstanding / Drives	Brick	30	yr/m2	£50	£50
505	Paths / Hardstanding / Drives	Other	30	yr/m2	£30	£30
509	Outbuilding Roof Structure	Felt	15	yr/m2	£70	£70
510	Outbuilding Roof Structure	Asphalt	30	yr/m2	£80	£80
511	Outbuilding Roof Structure	Clay tile	50	yr/m2	£70	£70
512	Outbuilding Roof Structure	Slate	70	yr/m2	£80	£80
513	Outbuilding Roof Structure	Concrete	40	yr/m2	£70	£70
514	Outbuilding Roof Structure	Asbestos	20	yr/m2	£80	£80
515	Outbuilding Roof Structure	Other	50	yr/m2	£70	£70
518	Outbuilding Walls	Pointed brickwork	50	yr/m2	£35	£35
519	Outbuilding Walls	Pointed blockwork	50	yr/m2	£35	£35
520	Outbuilding Walls	Render	50	yr/m2	£40	£40
521	Outbuilding Walls	Timber	40	yr/m2	£40	£40
522	Outbuilding Walls	Concrete	50	yr/m2	£40	£40
523	Outbuilding Walls	Metal	50	yr/m2	£40	£40
526	Outbuilding Windows	All types	30	yr/nr	£500	£500

CONDITION

Question ID	Survey Section	Question	Lifecycle	Unit	Low/Med Rise Flats/Mais	Houses/ Bungalows
529	Outbuilding Doors	Timber	30	yr/nr	£350	£350
530	Outbuilding Doors	Composite	30	yr/nr	£350	£350
531	Outbuilding Doors	PVC	30	yr/nr	£350	£350
535	Garage Roof Structure	Felt	15	yr/m2	£70	£70
536	Garage Roof Structure	Asphalt	30	yr/m2	£80	£80
537	Garage Roof Structure	Clay tile	50	yr/m2	£70	£70
538	Garage Roof Structure	Slate	70	yr/m2	£80	£80
539	Garage Roof Structure	Concrete	40	yr/m2	£70	£70
540	Garage Roof Structure	Asbestos	20	yr/m2	£80	£80
541	Garage Roof Structure	Steel	30	yr/m2	£150	£150
542	Garage Roof Structure	Copper	40	yr/m2	£150	£150
543	Garage Roof Structure	Non-Asbestos sheeting	30	yr/m2	£100	£100
544	Garage Roof Structure	Other	50	yr/m2	£80	£80
547	Garage Walls	Pointed brickwork	50	yr/m2	£35	£35
548	Garage Walls	Pointed blockwork	50	yr/m2	£35	£35
549	Garage Walls	Render	50	yr/m2	£40	£40
550	Garage Walls	Timber	40	yr/m2	£40	£40
551	Garage Walls	Concrete	50	yr/m2	£40	£40
552	Garage Walls	Metal	50	yr/m2	£40	£40
555	Garage Doors	Metal	30	yr/nr	£700	£700
556	Garage Doors	Timber	30	yr/nr	£700	£700
557	Garage Doors	Other	30	yr/nr	£700	£700
562	Kitchen	Renew Kitchen	20	yr	£5,250	£5,250
564	Kitchen	Renew Kitchen Extractor Fan	10	yr	£150	£150
565	Kitchen	Install Kitchen Extractor Fan		v	£150	£150
567	Kitchen	Improve kitchen layout alteration	0	v	£2,000	£2,000
570	Bathrooms etc. / Plumbing	Bath/ Basin/ 1WC sanitary ware	30	yr	£2,750	£2,750
571	Bathrooms etc. / Plumbing	Bath/ Basin/ 2WC sanitary ware	30	yr	£2,750	£2,750
573	Bathrooms etc. / Plumbing	Renew Bathroom Extractor Fan	10	yr	£150	£150
574	Bathrooms etc. / Plumbing	Install Bathroom Extractor Fan		v	£150	£150
576	Bathrooms etc. / Plumbing	Improve Bathroom layout alteration	0	v	£3,500	£3,500
578	Bathrooms etc. / Plumbing	Inappropriately located bathroom	0	v	£1,000	£1,000
581	Wiring	Full rewire (excluding CCU)	40	yr	£2,000	£2,000
582	Wiring	Install extra electrical sockets	0	v	£500	£500
584	Wiring	MCB's Consumer unit	30	yr	£500	£500

CONDITION

Question ID	Survey Section	Question	Lifecycle	Unit	Low/Med Rise Flats/Mais	Houses/ Bungalows
585	Wiring	Rewirable Consumer unit	30	yr	£500	£500
588	Smoke Alarms	Smoke alarm Mains	10	yr	£150	£150
589	Smoke Alarms	Smoke alarm Battery	10	yr	£150	£150
590	Smoke Alarms	Smoke alarm Mains install	0	√	£150	£150
593	Door Entry Phone	Door Entry Phone	15	yr	£300	£300
594	Door Entry Phone	Install Door Entry Phone		√	£500	£500
602	Central Heating	Radiator heating	30	yr	£3,200	£3,200
603	Central Heating	Communal Radiator heating	30	yr	£3,200	£3,200
604	Central Heating	Storage heating	30	yr	£3,200	£3,200
605	Central Heating	Gas warm air system	30	yr	£3,200	£3,200
606	Central Heating	Electric warm air system	30	yr	£3,200	£3,200
607	Central Heating	Underfloor heating system	30	yr	£3,200	£3,200
608	Central Heating	Other system	30	yr	£3,200	£3,200
612	Boiler	Gas Wall Boiler	15	yr	£1,800	£1,800
613	Boiler	Communal Boiler	15	yr	£1,800	£1,800
614	Boiler	Gas warm air Boiler	15	yr	£1,800	£1,800
615	Boiler	Electric warm air Boiler	15	yr	£1,800	£1,800
616	Boiler	Gas Back Boiler	15	yr	£1,800	£1,800
617	Boiler	Solid Fuel Boiler	15	yr	£1,800	£1,800
618	Boiler	Other Boiler	15	yr	£1,800	£1,800
629	Gas and Open Fires	Gas Fire(s) (no back boiler)	15	yr/nr	£350	£350
630	Gas and Open Fires	Electric Fire	15	yr/nr	£350	£350
631	Gas and Open Fires	Solid Fuel (no back boiler)	60	yr/nr	£350	£350
638	Loft Insulation	Upgrade/renew Loft insulation to 200mm	0	√	£250	£250
641	Wall Insulation	Internal solid wall insulation present	0	√	£0	£0
644	External Noise Insulation	External Noise issues	0	√	£500	£500

BLOCK

Question	Survey Section	question	Lifecycle	Unit	Blocks
38	Pitched Roof	Concrete tile	80	yr/m2	£80
39	Pitched Roof	Clay tile	80	yr/m2	£80
40	Pitched Roof	Natural Slate	60	yr/m2	£100
41	Pitched Roof	Synthetic Slate	50	yr/m2	£80
42	Pitched Roof	Other	50	yr/m2	£80
45	Flat roofs	Felt	15	yr/m2	£100
46	Flat roofs	Asphalt	30	yr/m2	£120
47	Flat roofs	Other	50	yr/m2	£100
53	Chimneys and flashings	Repoint Brick chimney	50	yr/nr	£1,000
54	Chimneys and flashings	Re-render chimney	50	yr/nr	£1,000
55	Chimneys and flashings	Renew Other chimney	50	yr/nr	£1,000
58	Rainwater goods	Renew PVC rainwater goods	30	yr/lm	£50
59	Rainwater goods	Renew cast iron rainwater goods	30	yr/lm	£50
60	Rainwater goods	Renew aluminium rainwater goods	30	yr/lm	£50
61	Rainwater goods	Renew asbestos rainwater goods	30	yr/lm	£60
62	Rainwater goods	Renew concrete rainwater goods	30	yr/lm	£100
63	Rainwater goods	Renew other rainwater goods	30	yr/lm	£60
66	Fascia/soffit/barge	Renew PVC fascia/soffit/barge	30	yr/lm	£50
67	Fascia/soffit/barge	Renew wood fascia/soffit/barge	30	yr/lm	£50
68	Fascia/soffit/barge	Renew asbestos fascia/soffit/barge	30	yr/lm	£60
69	Fascia/soffit/barge	Renew other fascia/soffit/barge	30	yr/lm	£50
72	Soil and Vent Pipe	Renew plastic SVP	30	yr/lm	£50
73	Soil and Vent Pipe	Renew cast iron SVP	30	yr/lm	£50
74	Soil and Vent Pipe	Renew asbestos SVP	30	yr/lm	£50
75	Soil and Vent Pipe	Renew other SVP	30	yr/lm	£50
79	Windows	Double Glazed PVCu	30	yr/nr	£650
80	Windows	Double Glazed Timber	30	yr/nr	£650
81	Windows	Double Glazed Aluminium	30	yr/nr	£650
82	Windows	Double Glazed Steel	30	yr/nr	£650
84	Windows	Single Glazed PVCu	30	yr/nr	£650
85	Windows	Single Glazed Timber	30	yr/nr	£650
86	Windows	Single Glazed Aluminium	30	yr/nr	£650

BLOCK

Question	Survey Section	question	Lifecycle	Unit	Blocks
87	Windows	Single Glazed Steel	30	yr/nr	£650
91	Main Wall Finish	Pointed brickwork/stonework	55	yr/m2	£25
92	Main Wall Finish	Render/painted render	60	yr/m2	£35
93	Main Wall Finish	PVC shiplap	40	yr/m2	£35
94	Main Wall Finish	Timber cladding	40	yr/m2	£45
95	Main Wall Finish	Tile hanging	60	yr/m2	£60
96	Main Wall Finish	Concrete Panel	40	yr/m2	£50
97	Main Wall Finish	Metal Panel	40	yr/m2	£50
98	Main Wall Finish	Other	40	yr/m2	£50
101	Secondary Wall Finishes	Pointed brickwork/stonework	55	yr/m2	£25
102	Secondary Wall Finishes	Render/painted render	60	yr/m2	£35
103	Secondary Wall Finishes	PVC shiplap	40	yr/m2	£35
104	Secondary Wall Finishes	Timber cladding	40	yr/m2	£45
105	Secondary Wall Finishes	Tile hanging	60	yr/m2	£60
106	Secondary Wall Finishes	Concrete Panel	40	yr/m2	£50
107	Secondary Wall Finishes	Metal Panel	40	yr/m2	£50
108	Secondary Wall Finishes	Other	40	yr/m2	£50
116	Wall Insulation	Install cavity wall insulation	0	Nr of flats	£400
117	Wall Insulation	Install solid wall insulation	0	Nr of flats	£8,000
120	External lighting	Ext lighting front	30	yr/nr	£100
121	External lighting	Ext lighting rear	30	yr/nr	£100
124	Balcony structure	Concrete balcony structure	60	yr/m2	£100
125	Balcony structure	Metal balcony structure	60	yr/m2	£100
126	Balcony structure	Timber balcony structure	60	yr/m2	£100
127	Balcony structure	Other balcony structure	60	yr/m2	£100
130	Balcony finish	Asphalt	30	yr/m2	£50
131	Balcony finish	Non Slip Finish	30	yr/m2	£60
132	Balcony finish	Timber	30	yr/m2	£50
133	Balcony finish	Quarry Tiles	30	yr/m2	£60
134	Balcony finish	Vinyl	30	yr/m2	£30
135	Balcony finish	Other finish	25	yr/m2	£50
138	Balcony Rail/Guard	Brick	40	yr/m2	£70

BLOCK

Question	Survey Section	question	Lifecycle	Unit	Blocks
139	Balcony Rail/Guard	Metal	40	yr/m2	£75
140	Balcony Rail/Guard	Timber	40	yr/m2	£60
141	Balcony Rail/Guard	Glass	40	yr/m2	£100
142	Balcony Rail/Guard	Other	40	yr/m2	£100
145	Porch / Canopy Roof	Clay tile	50	yr/m2	£80
146	Porch / Canopy Roof	Felt	20	yr/m2	£60
147	Porch / Canopy Roof	Asphalt	30	yr/m2	£70
148	Porch / Canopy Roof	Slate	70	yr/m2	£100
149	Porch / Canopy Roof	Lead	50	yr/m2	£100
150	Porch / Canopy Roof	GRP	30	yr/m2	£50
151	Porch / Canopy Roof	Steel	50	yr/m2	£80
152	Porch / Canopy Roof	Other	45	yr/m2	£50
156	Front Fences	Timber panel Front fencing	20	yr/m2	£40
157	Front Fences	Chain link Front fencing	20	yr/m2	£20
158	Front Fences	Post & wire Front fencing	20	yr/m2	£30
159	Front Fences	Other Front fencing	20	yr/m2	£40
162	Rear Fences	Timber panel Front fencing	20	yr/m2	£40
163	Rear Fences	Chain link Front fencing	20	yr/m2	£20
164	Rear Fences	Post & wire Front fencing	20	yr/m2	£30
165	Rear Fences	Other Front fencing	20	yr/m2	£40
168	Boundary Walls	Brick boundary walls	50	yr/m2	£35
169	Boundary Walls	Block boundary walls	50	yr/m2	£35
170	Boundary Walls	Other boundary walls	50	yr/m2	£35
173	Gates	Timber	25	yr/nr	£100
174	Gates	Metal	25	yr/nr	£120
175	Gates	Other	25	yr/nr	£100
178	Paths / Hardstanding / Drives	Concrete	30	yr/m2	£30
179	Paths / Hardstanding / Drives	Tarmac	30	yr/m2	£40
180	Paths / Hardstanding / Drives	Brick	30	yr/m2	£50
181	Paths / Hardstanding / Drives	Other	30	yr/m2	£40
184	Parking Areas	Concrete	30	yr/m2	£30
185	Parking Areas	Tarmac	30	yr/m2	£40

BLOCK

Question	Survey Section	question	Lifecycle	Unit	Blocks
186	Parking Areas	Other	30	yr/m2	£40
190	Outbuilding Roof Structure	Felt	15	yr/m2	£70
191	Outbuilding Roof Structure	Asphalt	30	yr/m2	£80
192	Outbuilding Roof Structure	Clay tile	50	yr/m2	£70
193	Outbuilding Roof Structure	Slate	70	yr/m2	£80
194	Outbuilding Roof Structure	Concrete	40	yr/m2	£70
195	Outbuilding Roof Structure	Asbestos	20	yr/m2	£80
196	Outbuilding Roof Structure	Other	50	yr/m2	£70
199	Outbuilding Walls	Pointed brickwork	50	yr/m2	£35
200	Outbuilding Walls	Pointed blockwork	50	yr/m2	£35
201	Outbuilding Walls	Render	50	yr/m2	£40
202	Outbuilding Walls	Timber	40	yr/m2	£40
203	Outbuilding Walls	Concrete	50	yr/m2	£40
204	Outbuilding Walls	Metal	50	yr/m2	£40
207	Outbuilding Windows	All types	30	yr/nr	£500
210	Outbuilding Doors	Timber	30	yr/nr	£350
211	Outbuilding Doors	Composite	30	yr/nr	£350
212	Outbuilding Doors	PVC	30	yr/nr	£350
216	Garage Roof Structure	Felt	15	yr/m2	£70
217	Garage Roof Structure	Asphalt	30	yr/m2	£80
218	Garage Roof Structure	Clay tile	50	yr/m2	£70
219	Garage Roof Structure	Slate	70	yr/m2	£80
220	Garage Roof Structure	Concrete	40	yr/m2	£70
221	Garage Roof Structure	Asbestos	20	yr/m2	£80
222	Garage Roof Structure	Steel	30	yr/m2	£150
223	Garage Roof Structure	Copper	40	yr/m2	£150
224	Garage Roof Structure	Non-Asbestos sheeting	30	yr/m2	£100
225	Garage Roof Structure	Other	50	yr/m2	£80
228	Garage Walls	Pointed brickwork	50	yr/m2	£35
229	Garage Walls	Pointed blockwork	50	yr/m2	£35
230	Garage Walls	Render	50	yr/m2	£40
231	Garage Walls	Timber	40	yr/m2	£40

BLOCK

Question	Survey Section	question	Lifecycle	Unit	Blocks
232	Garage Walls	Concrete	50	yr/m2	£40
233	Garage Walls	Metal	50	yr/m2	£40
236	Garage Doors	Metal	30	yr/nr	£700
237	Garage Doors	Timber	30	yr/nr	£700
238	Garage Doors	Other	30	yr/nr	£700
242	Bin Store Roof	All Types	50	yr/m2	£40
245	Bin Store Walls	Brickwork	50	yr/m2	£35
246	Bin Store Walls	Blockwork	50	yr/m2	£35
247	Bin Store Walls	Metal	50	yr/m2	£40
248	Bin Store Walls	Timber	40	yr/m2	£40
249	Bin Store Walls	Other	30	yr/m2	£40
252	Bin Store Doors	All types	30	yr/nr	£500
257	Communal main entrance doors	PVCu	20	yr/nr	£1,500
258	Communal main entrance doors	Hardwood	20	yr/nr	£1,500
259	Communal main entrance doors	Softwood	20	yr/nr	£1,500
260	Communal main entrance doors	Steel	20	yr/nr	£1,500
261	Communal main entrance doors	Aluminium	20	yr/nr	£1,500
262	Communal main entrance doors	Other	20	yr/nr	£1,500
265	Secondary entrance doors	PVCu	30	yr/nr	£800
266	Secondary entrance doors	Hardwood	30	yr/nr	£800
267	Secondary entrance doors	Softwood	30	yr/nr	£800
268	Secondary entrance doors	Steel	30	yr/nr	£800
269	Secondary entrance doors	Aluminium	30	yr/nr	£800
270	Secondary entrance doors	Other	30	yr/nr	£800
273	Circulation doors	PVCu	30	yr/nr	£600
274	Circulation doors	Hardwood	30	yr/nr	£600
275	Circulation doors	Softwood	30	yr/nr	£600
276	Circulation doors	Steel	30	yr/nr	£600
277	Circulation doors	Aluminium	30	yr/nr	£600
278	Circulation doors	Other	30	yr/nr	£600
280	Circulation doors	Store room/boiler room doors etc.	15	yr/nr	£1,000
283	Kitchens	Kitchens - domestic	15	yr/nr	£6,000

BLOCK

Question	Survey Section	question	Lifecycle	Unit	Blocks
284	Kitchens	Kitchens - commercial	25	yr/nr	£10,000
287	Bathrooms	Bathrooms	25	yr/nr	£3,000
288	Bathrooms	Shower rooms	15	yr/nr	£3,000
289	Bathrooms	W.C./Disabled w.c.	25	yr/nr	£2,000
292	Services - Communal Heating	Communal heating - all types	30	yr/nr of flats	£1,000
295	Services - Communal Wiring /Emergency Lighting	Communal wiring	30	yr/nr of flats	£500
296	Services - Communal Wiring /Emergency Lighting	Upgrade communal wiring		nr of flats	£500
297	Services - Communal Wiring /Emergency Lighting	Emergency lighting	30	yr/nr of flats	£500
298	Services - Communal Wiring /Emergency Lighting	Install emergency lighting		nr of flats	£500
299	Services - Communal Wiring /Emergency Lighting	Mains Electrical distribution	30	yr/nr of flats	£500
302	Services - Communal Fire Protection Systems	Fire/Smoke Alarm system	15	yr/nr of flats	£200
303	Services - Communal Fire Protection Systems	Install Fire Alarm system		nr of flats	£300
306	Walkway/Corridor Floor Finishes	Vinyl	30	yr/m2	£25
307	Walkway/Corridor Floor Finishes	Non Slip Finish	30	yr/m2	£30
308	Walkway/Corridor Floor Finishes	Carpet	10	yr/m2	£50
309	Walkway/Corridor Floor Finishes	Quarry Tiles	50	yr/m2	£60
310	Walkway/Corridor Floor Finishes	Grano finish	60	yr/m2	£70
311	Walkway/Corridor Floor Finishes	Asphalt	60	yr/m2	£50
312	Walkway/Corridor Floor Finishes	Other finish	30	yr/m2	£40
315	Stairs Floor Finishes	Vinyl	30	yr/m2	£25
316	Stairs Floor Finishes	Non Slip Finish	30	yr/m2	£30
317	Stairs Floor Finishes	Carpet	10	yr/m2	£50
318	Stairs Floor Finishes	Quarry Tiles	50	yr/m2	£60
319	Stairs Floor Finishes	Grano finish	60	yr/m2	£70
320	Stairs Floor Finishes	Other finish	30	yr/m2	£40
323	Passenger Lift replacement	Lift - 1 to 2 floors served	30	yr/nr	£10,000
324	Passenger Lift replacement	Lift - 3 to 5 floors served	30	yr/nr	£40,000
325	Passenger Lift replacement	Lift - above 6 floors served	30	yr/nr	£100,000
328	Communal area space & layout	Poor Communal area space & layout		nr of flats	£1,000

Appendix 4 Limitations

LIMITATIONS OF SURVEY

- 1.1 Repairs and replacements have been costed on a “like for like” replacement basis, with improvements and contingency works dealt with as a separate exercise where they do not clearly form part of the repair process. In the event of remedial works requiring vacation of the property, no allowance has been made in the costings for such relocation.
- 1.2 Savills have not undertaken structural surveys of the properties and have not inspected woodwork or other parts of the structure, which were covered, unexposed or inaccessible. It is therefore not possible to report that such parts are free from defects.
- 1.3 Inspections have not been made of flues, ducts, voids or any similarly enclosed areas, access to which was not readily available at the time of our inspection and we are therefore unable to report that such areas remain free from defect.
- 1.4 No specific inspection or specialist testing has been undertaken to establish whether high alumina cement concrete, calcium chloride additives, woodwall slab permanent formwork construction, asbestos or other deleterious materials are present within the construction.
- 1.5 No samples have been taken nor any analysis made of the sulphate content of the load bearing sub-soil adjacent to the foundations.
- 1.6 No testing of electrical, mechanical, water, drainage, air conditioning, lifts or other services have been undertaken by Savills.
- 1.7 Savills have not made any formal enquiries in respect of existing user rights, town planning and road widening, legal interests, fire certificates, effluent agreements, party wall agreements, prescriptive rights, easements, wayleaves, statutory consents or contaminated land.

1.8 We have not included in our calculations any costs or fees incurred which might arise from the application of the Party Wall Act 1996.

Appendix 5

Glossary of Terms

GLOSSARY OF TERMS

Contract preliminaries	Costs associated with delivering works, such as site set up etc.
Professional fees	External fees that the Council may pay for professional services, such as structural engineers etc.
Inflation	The rate at which the general level of prices for goods and services is rising over time.
Dwelling	Residential premises such as a house, flat, bungalow owned by the Council.
Minimum Letting Standard	The minimum investment required to let the dwelling.
Decent Homes Standard	Government's minimum standard for housing.
Future Life Cycle Replacements	Replacing building element at the end of their useful life.
Future Major Works	The provision, which should be adequate to cover the periodic overhaul / refurbishment / renewal of the building components and landlords' fixtures and fittings, to keep the property in lettable condition".
Exceptional Extensive	Works are major works which are required to remedy particular significant defects and fall outside the definition of routine repairs and maintenance.
Compliance Works	Statutory works the Council is responsible for such as, Asbestos, gas safety etc.
Cyclical	Maintenance and servicing, generally similar to that stated for programmed repairs". However, it is more specifically identified as various items recurring on an annual basis and the servicing of installations, such as boiler servicing, cyclical decorations etc.
Void	Maintenance arising from the landlord's obligation to carry out repairs to a property, either upon a tenant's request or arising from staff inspection or in connection with the re-letting of a property.
Responsive Maintenance	Maintenance arising from the landlord's obligation to carry out repairs to a property, either upon a tenant's request or arising from staff inspection or in connection with the re-letting of a property.
Fascia	A board or other flat piece of material covering the ends of rafters or other fittings.
Soffits	A board or other flat piece of material covering the underside of rafters or other fittings.
Catch-up Works	Repair of elements that can be brought up to a reasonable standard and will typically include isolated patch repairs not deemed to be included in day to day responsive repairs.
Up-adopted Areas	Areas outside the cartilage of the dwellings that are owned by the Council, such as, roads, footpaths etc).
Warranty	An underwritten guarantee, issued to third parties, following provision of works or services.
Future Liabilities	Investment and costs that will be incurred in the future.
Construction Types	Basic construction method, bricks, concrete, timber etc.
Archetype	A discrete group of dwellings, of similar characteristics.
Anomalies	Discrepancies or inconsistencies outside of expectation.
Cost Profiles	Investment levels over time.

Local Standard	Adopted standards of service or investment defined at local level.
HAPM	Housing Association Property Mutual.
RICS	Royal Institute of Chartered Surveyors.
BRE	British Research Establishment.
Latent Defects in Construction	Integral structural elements that can decay over time, such as wall tie failure.
Cavity Wall Tie Failure	Metal ties that bond the outer and inner skin of a cavity wall construction.
Subsidence	The downward movement of the site on which a building stands, not related to the weight of the building. Essentially, the soil beneath the building's foundations is unstable.
Settlement	The downward movement of the site on which a building stands caused by the weight of the building .
Structural Defects	Failures of the structural elements of a building.
Current Out Turn Information	Current levels of investment based on historic expenditure.
Overcladding	A covering or coating on the outside of a structure or material).
Disabled Adaptations	Undertaking adaptations to a dwelling to aide circulation or use to suit a tenants needs, such as ramps and handrails.
RDSAP Information	Reduced Data Standard Assessment Procedure, a methodology to collect and measure energy efficiency information of a dwelling.
NES1	National Energy Services 1, a recognised software system to calculate the efficiency information of a dwelling.
Standard Assessment Procedure (SAP)	Standard Assessment Procedure, a methodology to collect and measure energy efficiency information of a dwelling.
Housing Health and Safety Rating System (HHSRS)	A system to measure significant health and safety risks to a dwelling, such as trips etc.
Non Decent	A property that fails to reach the Governments Decent Homes Standard.

Hammersmith & Fulham Council

Strategic Housing Stock Options
Appraisal

Financial Adviser Report
October 2015 - FINAL

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Appendices

- A: Transfer Options Diagram**
- B: Summary of Option Differences**
- C: HRA Business Plan Outputs**
- D: T4 Transfer Model Outputs**
- E: Funding Sensitivities**

Executive Summary

Hammersmith & Fulham Council has appointed Capita Property & Infrastructure's Housing Consultancy team to provide clear financial guidance to the Council and key stakeholders so that it can make decisions on the best ways to meet its housing objectives through its Strategic Housing Stock Options Appraisal (SHSOA) project.

Options considered

The table below sets out the options available and those that have been considered in detail in the financial appraisal, and reasons why others have not:

Option	Treatment
Retention in full – ownership and management remains with the Council using in-house service	Considered in full as part of the report
Retention – ownership with Council, management via the set up of a new ALMO	Discussed, but disregarded for the modelling within the report as the Council only recently took the decision to close its ALMO in March 2011 and undertook an appraisal which at that time suggested the in-house option was more viable
Retention – ownership with Council, management with Council, but some estates managed by Tenant Management Organisation (TMO) or Estate Management Board (EMB)	Discussed but as per partial transfer option below, not considered to be a solution that would provide a fair solution for all of the Council's housing stock
Stock transfer (LSVT) of all housing stock including Earls Court (West Kensington & Gibbs Green (WK/GG)) estates	Legal opinion obtained suggests that the transfer of the West Kensington and Gibbs Green estates as part of a full LSVT is not possible due to the contractual nature of the land sale of those estates to Capco. This will mean that the Council needs to retain the 538 units in an HRA and consider transfer for the rest of the stock at this time. The Council is still free to decide who manages the 538 homes. On completion of the Earls Court scheme, it should be possible to transfer the remaining homes to a housing

	association landlord and close the HRA once this is done.
Stock transfer (LSVT) of all housing stock with the exception of West Kensington and Gibbs Green estates	Considered as part of the report with discussion around the pros and cons of the typical landlord solutions , including transfer to a new stand-alone Registered Provider (RP) through to amalgamation within an existing landlord
Partial stock transfer – transfer of individual sets of stock rather than the majority	Not considered as there were no clear estates or types of stock highlighted as being suitable for partial transfer, and this option does not provide a solution for all of the stock.

Modelling undertaken as part of the appraisal

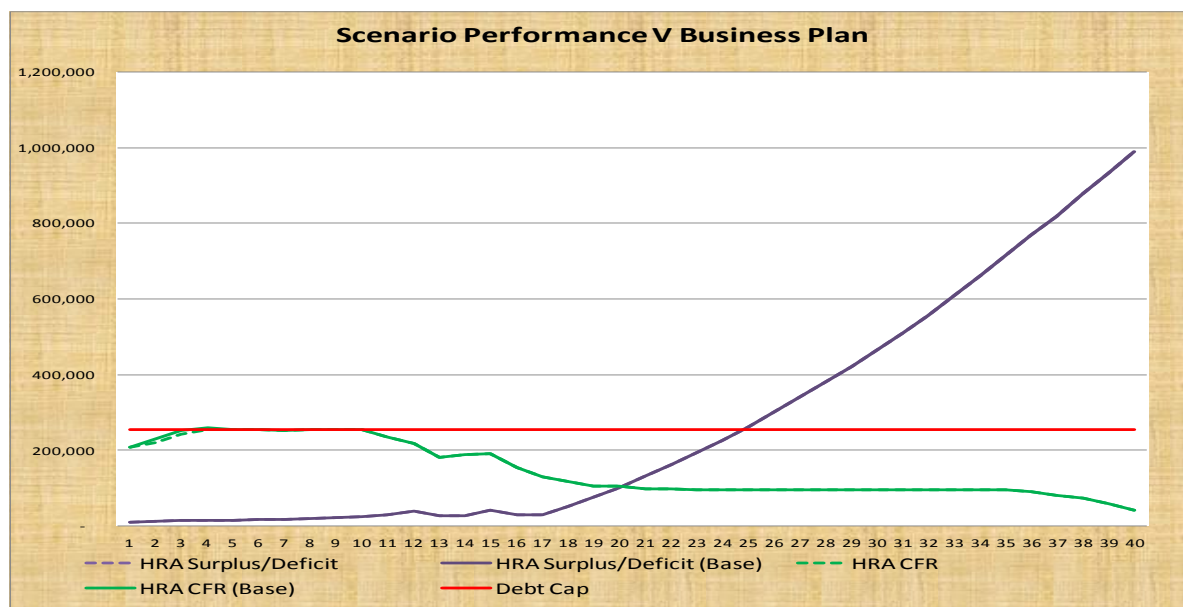
The table below sets out the relevant full financial models that have been prepared as part of the financial appraisal for the retention (R) and transfer (T) options. Yellow cells indicate where the variations occur. The report will also set out a number of sensitivities which show the variation on the output of the modelling in response to assumption changes. The retention models (R) will provide financial cashflow modelling over 40 years of the Council’s Housing Revenue Account (HRA) and the transfer models (T) provide financial cashflow forecasts of a stock transfer housing association and a retained HRA containing only the West Kensington & Gibbs Green (WK/GG) properties. R2 and T4 will be the main models used in the report to provide the results of the financial appraisal. All models are based on a July 2015 stock condition survey prepared by Savills, which is designed to provide a minimum level of investment per annum required to maintain the properties to a reasonable standard.

Option		HRA Model	Transfer Model	Start Date	Main Stock	WK/GG	Equity Share	Rents	SCS Std	VAT Shelter % retained
Retention	R1	Yes	No	2015	12,260	inc stock	16	Old	Minimum	N/A
Retention	R2	Yes	No	2015	12,260	inc stock	16	New	Minimum	N/A
Transfer	T1	Yes - retained WK/GG	Yes - Main stock	2015	11,722	538	16	Old	Minimum	50%
Transfer	T2	Yes - retained WK/GG	Yes - Main stock	2015	11,722	538	16	New	Minimum	50%
Transfer	T3	Yes - retained WK/GG	Yes - Main stock	2015	11,722	538	16	New	Minimum	75%
Transfer	T4	Yes - retained WK/GG	Yes - Main stock	2017	11,622	538	16	New	Minimum	75%

Retention of all stock

R2 is a business plan for the HRA which contains all current HRA housing stock. The modelling reflects the rent regime that was announced by the Chancellor of the Exchequer on 8 July 2015, to reduced rents by 1% per annum for each of the next 4 years from April 2016, allowing no inflation. It reflects the very latest estimate of the minimum level of investment per annum required to maintain the properties to a reasonable standard as calculated by stock surveyors, Savills in July 2015, together with the capital budgets for works already promised to residents for 2015/16 and 2016/17. This model also assumes that the plans for the redevelopment of West Kensington and Gibbs Green estates under the land sale agreement to Capco, are achievable in line with the assumptions made. These assumptions are that:

- Leaseholder properties and other RP properties required to be bought back from owners to redevelop the area can be bought at the estimated values;
- That the properties can be purchased at the right time and that the vendor can be rehoused without delays;
- That the funding from Capco in the form of receipts in advance of land transfer is available;
- The replacement homes not taken up by leaseholders and freeholders are available for sale in year 10 and can produce the level of sales receipts estimated;
- There is no slippage in the currently predicted timescales for the redevelopment of the site and therefore the capital receipts are realisable within the expected timescales in the HRA to fund the required investment whilst the Council is at its debt cap and unable to borrow.
- The compensation and replacement home deal for residents is as set out in the draft contracts appended to the Land Sale Agreement.



The graph shows that the current full HRA projections (R2) would mean that the Council would need to borrow to its maximum debt cap of £254m by 2018/19 and stays at that level until 2024/25. Combined with this, it shows that even to achieve this, the HRA revenue working balances would need to fall between £1 million and £3 million below the level considered prudent in years 4 to 8 as a result of loan repayments due. Taken together, in the next 10 years, this will mean a short fall on investment compared to the needs of the stock identified in the survey of around £67.5 million through borrowing restrictions and an additional £1 million due to use of HRA reserves not considered prudent.

If the £67.5 million of work is re-phased to a time when it can be afforded then the works need to be pushed back annually from years 5 to 10 and would only be completed in year 15. This figure is heavily reliant on receiving realisable capital receipts (which only happen when the land transfers) from the West Kensington and Gibbs Green scheme at the expected time and delays would cause the figure to rise. The push back of capital investment brings with it the risk that not doing the works at the correct time leads to increased repairs costs and / or void properties and loss of income. Either of these outcomes would reduce the resources available for investment and exacerbate the problem of reduced investment still further.

The HRA modelling assumes that:

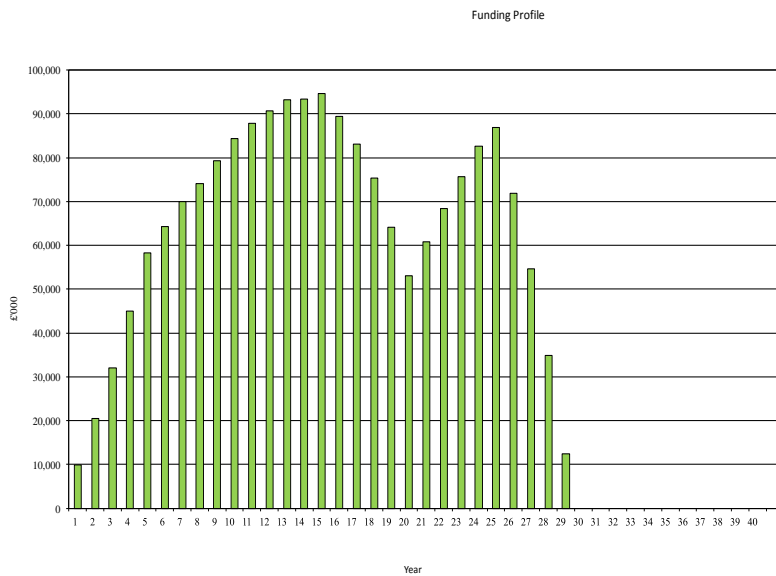
- The Council resumes movement to target rent post budget cuts and CPI+1% + £1 rent rises in accordance with pre budget assumptions
- The effect of forced void sales is not included
- The effect that increasing rents for high earners may have is not included
- Any cost pressures on the buy-back of properties within the West Kensington and Gibbs Green scheme do not materialise
- West Kensington and Gibbs Green realisable receipts assumed from 2017/18 – this is still to be confirmed

The Council's HRA is in a position whereby the costs of managing and maintaining the stock will keep flowing whilst the regeneration work is happening at the same time. The two investment requirements are applying pressure to the business plan at the same time. The regeneration work is committed and therefore has a first call on the HRA resources. It would be advisable to have headroom in the HRA available to protect the Council in the event of up to a 2 year delay in receiving the West Kensington and Gibbs Green realisable receipts to avoid further delays in capital investment and the uncertainty of the availability of the receipts, however the current assumptions show that this cannot be accommodated. The new imposition of rent reductions from April

2016 leaves the Council with fewer resources in the immediate future and therefore some very difficult decisions to make.

Transfer of all stock plus retention of West Kensington & Gibbs Green development

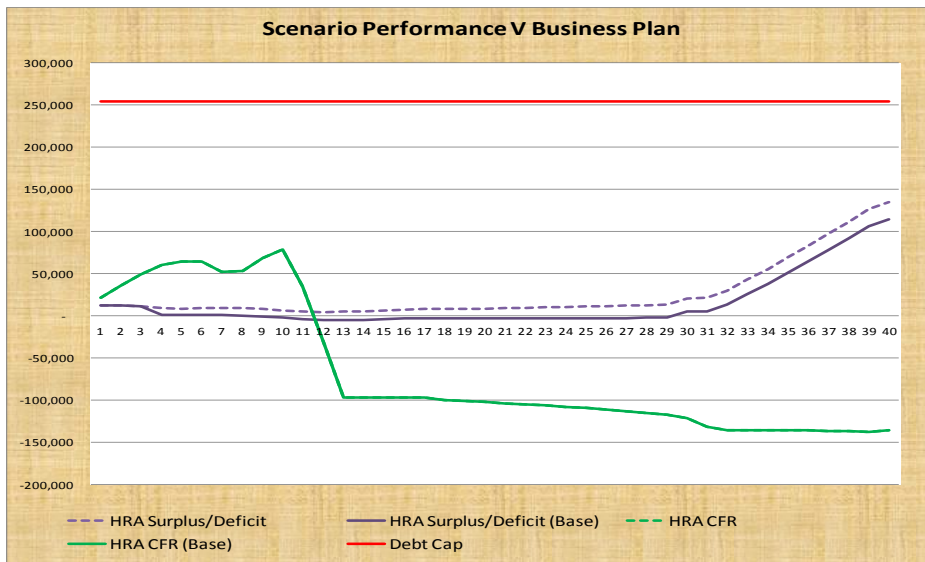
T4 consists of a stock transfer model (LSVT) for the main stock of 11,622 properties (11,722 as at July 2015 less an assumed 100 properties sold under RTB in 2 years) and a HRA retention model of 538 Council tenanted / replacement properties that are part of the West Kensington & Gibbs Green land sale.



Stock Transfer Business Plan assuming:

Stock Valuation = Minus £16.533 million
 Assume price = nil
 Debt write off required = £208m

Facility = £95m
 Peak debt = £94.756 million
 Peak Year = 15
 Repay Year = 30



West Kensington / Gibbs Green retained HRA Business Plan assuming:

Retain debt of £11.8 m with the Council HRA revenue and Major Repairs Reserve balances retained are sufficient to keep HRA positive

The modelling shows that a transfer of the main stock and the write off by the Government of the associated HRA debt estimated at £208 million, could produce a fundable business plan for the transfer organisation. It assumes that the new landlord pays nothing for the stock. What this means is that despite the fact that the valuation of the stock is negative (- £16.533 million here) because rents will be cut by 1% per annum for 4 years from next year, a transfer landlord could still afford repay the loan that builds over time to £95 million by year 15 within 30 years. It would not need to increase rents beyond those the Council would need to charge in order to achieve this. In addition, the landlord would be able to undertake works at the time that they are needed to maintain the stock and manage the services as assumed in the HRA. The £95 million facility required would be for the management of the existing stock only and there may be additional facilities made available for new build opportunities not available in the HRA due to the debt cap.

In addition, the retained HRA model can be seen to be managed with a positive HRA revenue balance to deliver the sale and replacement of the West Kensington and Gibbs Green estates and generate capital receipts post year 10, which may be of use in agreeing a business case for transfer. It can be seen that the scheme requires a high level of borrowing up to year 10 (£79million) but then capital receipts are generated after year 12 as properties received to replace leaseholder buybacks are sold.

It should be noted however, that the valuation of the stock is negative and in the past would have been eligible for additional Government “gap funding” to support the fact that the income expected over time is less than expenditure. This form of funding is not currently available and as such this means that the business plan is under more pressure and has less of a margin to support additional costs. This version of the transfer business plan does not therefore include any cost associated with the set up costs of a new organisation and this may be something that has to be funded from Council resources. A recent ALMO stock transfer of 5,000 units had a budget for set up costs of around £2.5 million. The cost is not fully variable with stock numbers, but would be higher than £2.5 million for Hammersmith & Fulham.

In summary, the retention solution comprising of an HRA for all stock will mean that some properties may not receive the investment they require at the right time, which will lead to further repairs costs and/or increased void properties. It is the high level of borrowing in the early years to support the West Kensington and Gibbs Green scheme combined with the immediate rent reduction and structural works to tower blocks which is causing the Council to hit its debt cap. However, if the main stock and the West Kensington and Gibbs Green stock are separated by means of a transfer, then it would appear that both the main stock investment and the West Kensington and Gibbs Green scheme could be achieved at the right time without either scheme’s investment requirements impacting upon the other.

Benefits of arising from transfer

The three LSVTs that have taken place since the introduction in 2012, have been required to show that there are benefits to the Government arising from stock transfer that would warrant the funding of the write-off of debt. These have so far been:

Benefit of Transfer	Saving Generated to Government
Irrecoverable VAT on costs to housing association	Any VAT not reclaimable by an Housing Association is additional revenue to Government over time
Avoidance of long term empty homes (especially blocks of properties)	Tenants placed in private rented homes if the Council cannot maintain social homes – Local Housing Allowance (LHA) for a private rented home is greater than Housing Benefit (HB) for a social home. The Government save the difference in cost if voids are avoided
New build homes	Moving tenants from private rent to social rent saves Government value of LHA-HB. Govt saves from new homes. Benefit calculated based on weekly rent values
Additional jobs / avoid lost jobs	Increased tax revenue / reduced benefits costs / economic impact on local area
Additional apprenticeships	Increased tax revenue / reduced benefits / social welfare increased
Energy efficiency / structural & thermal works (non-traditional build)	More cash in tenants' pockets - positive mental health effect / reduced health costs
Newly arising non-decent homes being able to be brought to decent standard	Avoids private letting costs
Additional investment in the stock / area	More sustainable homes / better neighbourhoods / lower ASB costs
Regeneration of areas	Attraction of investment to areas generates economic benefits from employment and private investment in community initiatives / schools
Council includes land in transfer that could be deemed to attract additional private funding for new build	New build benefits as above

These benefits have not however so far ever had to cover debt write-off relating to an assumed cut in rents. The debt write-off required usually arises from differences in the level and time of capital investment compared to the self-financing assumptions and the addition of VAT on costs. The level of debt write-off relating to the rent cut is estimated to be £110 million (the amount assumed to reduce the valuation to nil rather than minus £16.533 million), with the additional £98 million (excluding debt premia) relating to costs of works that need to be done in the early years rather than on an average basis, irrecoverable VAT and pressures on debt recovery arising from new Government policies. The debt write-off relating to the rent reduction will require a conversation with GLA / DCLG. This is a fundamental change in rent policy and is over and above the cost/benefit requirements placed on the most recent transfer organisations.

Other areas to consider to bridge the gap

The amount of debt-write off is assumed to be around £208 million plus debt premia. To reduce this sum there are several areas that could be considered and have been discussed in detail above:

- Increase the valuation – either by reducing expenditure assumed, or by increasing income. It should be noted that income arises mainly from rents which are controlled by Government legislation and also that the valuation is minus £16.533 million so before the £208 million is reduced, the valuation would need to become positive.
- Assume that the retained HRA can keep more debt than the £11.8 million attributable to the retained stock and still maintain a positive HRA.
- Look to include land in the transfer agreement that GLA/ DCLG agree is a contribution to the valuation.
- Seek to utilise capital receipts post year 12 from the retained HRA to deliver development potential either to the new landlord or other housing associations in the area to deliver wider economic benefits.
- Identify the support of the negative value of £16.533 million as being private investment in the stock.

1. Introduction

- 1.1. Hammersmith & Fulham Council has appointed Capita Property & Infrastructure’s Housing Consultancy team to provide clear financial guidance to the Council and key stakeholders so that it can make decisions on the best ways to meet its housing objectives through its Strategic Housing Stock Options Appraisal (SHSOA) programme.
- 1.2. On 1 December 2014, the Cabinet approved a report containing amongst other procurement related decisions, the following recommendations:
 - “That approval be given to proceeding with and producing a Strategic Housing Stock Options Appraisal (SHSOA) for the future financing, ownership and management of the Council’s housing stock, as set out in section 5 of [the Cabinet] report;
 - That approval be given to carrying out an initial residents’ engagement programme to ascertain residents’ initial views on the possible options open to the Council with regards to its housing stock, set out in Appendix 1 [of the Cabinet report], as the first stage of any strategic housing stock options programme;
 - That approval be given to the establishment of a ‘Residents Commission on Council Housing’, for strategic oversight of the Stock Options Appraisal comprising of approximately a dozen residents supported by the programme manager.”
- 1.3. The same Cabinet report also gave the key reasons for making the decision as being:
 - To confirm the Cabinet’s priority to work with Council housing residents to give them ownership of the land on which their homes are built;
 - To explore the options available to give greater powers to residents of the Council’s housing estates across a broad range of areas;
 - A stock transfer option may allow access to borrowing currently limited by the HRA debt cap and therefore access to the funding to increase the provision of affordable housing within the Borough, as well as giving more flexibility in terms of being able to maintain homes at a decent standard;
 - The Council is committed to devolving more control to the community.”

The Programme Team and Programme Board have been set up and consultants appointed. A Residents' Commission on Council Housing (RCCH) has also been set up. It is the intention that the Council's tenants and leaseholders will be central to the process and decision making at all times and the Residents' Commission plays an important role in ensuring that this objective is achieved.

- 1.4. It was seen as imperative to the appraisal process that the following key stakeholders were either involved or kept fully apprised:
 - a) DCLG, HMT, GLA and the HCA;
 - b) Tenants and the TRAs;
 - c) Leaseholders;
 - d) LBHF Councillors and officers, H&F Business Board, Housing Service Management and employees.
- 1.5. As financial advisers, we have worked as part of the Delivery Team with Programme and Project Managers, other external advisers, members of finance staff from the Council's Housing Service and other corporate managers. We have also had the opportunity to work with and provide presentations and training as required to the Residents' Commission on Council Housing (RCCH), which has been set up specifically to review the evidence presented as part of this appraisal. We would like to place on record our thanks to all of those involved with whom we have worked closely to produce this report for their enthusiastic and timely responses to our requests for information, and also to the RCCH for the detailed attention and dedication they have shown.
- 1.6. This report, as part of the overall SHSOA report is for approval by the RCCH and the Council's Strategic Housing Stock Options Appraisal Programme Board.

2. Background

- 2.1. From 2004 to 2011, the Council managed and maintained its housing stock via H&F Homes Ltd which was an Arms Length Management Organisation (ALMO), set up for the purposes of accessing additional support for achieving the Decent Homes Standard. This was successful in delivering a programme of £215 million of work before wound up and the service being returned “in-house” to the Council.
- 2.2. It is an important outcome of the Strategic Housing Stock Option Appraisal (SHSOA) that any option chosen is capable of the preserving the level of investment made in the homes and that the investment is built upon to deliver sustainable homes for the future. The Decent Homes Standard was reached through the provision of additional support that recognised that the homes were below the standard and “catch up” investment was required. The standard is only ever achieved at a point in time. Without continuous investment at the right time in accordance with the specific lifecycle replacement requirements of components within the Council’s properties, homes can become non-decent very easily. Additional investment funding for ALMO’s and Councils with housing stock is no longer available as all Councils are assumed to have met the Decent Homes Standard.
- 2.3. Upon a change of Government in 2010, the Coalition Government progressed a radical set of reforms to the Council Housing financial regime, abolishing the Housing Revenue Account (HRA) subsidy system and replacing it with a new ‘self-financing system’ whereby each Council that owned stock was able to leave the subsidy system through a one off adjustment to its debt. This new system was introduced in April 2012. Hammersmith & Fulham Council is one of the 180 or so Councils to be affected by this change.
- 2.4. In general terms, the abolition of the HRA Subsidy system and replacement with self-financing for stock owning Councils from 1 April 2012 has left them with the responsibility of managing their own housing debt. The Council must manage and maintain the housing stock to at least the Decent Homes Standard, but is limited by a “debt cap” on what it can borrow and when to do this. This will be discussed in more detail within our report.
- 2.5. Over the five year life of that Parliament, the Coalition Government also introduced some additional, substantial reforms which impact on the strategic role of Councils as well as its landlord role. These included:

- New planning arrangements including for the delivery of affordable housing on mixed developments;
- A change in guidance on the setting of social housing rents which from 1 April 2015 provided that Registered Providers of social housing should only increase rents by the Consumer Price Index (CPI) + 1% rather than the Retail Price Index (RPI) + 0.5% plus up to £2 per week where rents were below an agreed target rent. This guidance was set with a view that rents should already have converged to target (although for most Councils previously setting rents as part of the subsidy system this was not the case) and that the historic difference between CPI and RPI was around 0.5%. This being the case, the two calculations of increase should not be materially different and social housing providers should not be adversely affected. This guidance was said to be in place for up to 10 years. Until 2015, rent setting guidance was just that, it was guidance to be followed, but Councils could make alternative arrangements in consultation with tenants and understanding the financial implications that might arise if the guidance was not followed;
- Substantial other changes to the housing benefit regime – culminating in the eventual absorption of the pre-existing benefit arrangements into a new Universal Credit which is currently being rolled out. This included two key changes that would directly affect the management of social housing and the collectability of rental income:
 - the restriction of benefits paid in relation to the number of people in the social home compared to the number of rooms in the home, and the subsequent need for tenants to move to a more affordable home; and
 - the payment of the housing element of benefits being made direct to tenants rather than directly to the landlord;
- A re-invigorated Right to Buy regime whereby a large part of the resources are channelled back into replacement housing using the 1-4-1 replacement scheme and an affordable rent regime. The increase in discount available to the tenants has increased the number of homes sold in Hammersmith & Fulham. The majority of homes sold to tenants are not sold freehold, they can only be sold under a leasehold arrangement which means that services and maintenance of the

properties usually continues to be provided by the Council along with services to tenants and service charges are levied on the leaseholders;

- The abolition of the TSA and the absorption of many of its previous functions into a Regulatory Committee of the HCA. This resulted in the introduction of a new code of governance and a more risk-based approach to the monitoring of Registered Providers of housing;
- A new approach to stock transfer and the introduction of a revised Housing Transfer Manual (with a limited lifespan) which needed to consider the introduction of self-financing. This manual introduced a cost/benefit exercise and full business case study to justify the write off of housing debt that exceeded the purchase price for the housing stock. Earlier this year, three Councils successfully completed stock transfers under the new guidance.

2.6. Following the General Election in May 2015 and the subsequent formation of a Conservative government, as a result of the election manifesto and the budget on 8 July 2015, a package of measures designed to reduce welfare benefits by £12 billion over the next four years bill and to promote home-ownership and re-provision of social housing have been announced. Implementation of the measures is still being developed. These measures will have an impact on social housing nationally, but may have a greater impact on London Councils such as Hammersmith & Fulham as a result of the relative difference in property values:

- Legislation (rather than guidance) to be introduced to reduce actual rents as at 8 July 2015 and their relative target or formula rents from 1 April 2016 by 1% (real reduction no inflation allowed) per annum for four years. After that there is no guidance available yet as to what rates will be allowable. Current thinking is a return to CPI+1% in line with policy from April 2015. This also currently assumes that social landlords cannot set rents for new tenants to the target rent. Councils and some transfer housing associations are lobbying the policy makers on this point;
- The Right to Buy (RTB) will be extended to tenants of all housing associations. At present, existing tenants transferring to a housing association as part of a stock transfer from a local authority retain the RTB on transfer and therefore in early years post transfer will not be detrimentally affected. New tenants post transfer,

have the Right to Acquire which does not have such generous discounts. Non-transfer housing association tenants are restricted from buying their homes. This new provision is expected to increase the number of properties sold and thereby encourage home ownership. The receipts from the sales are to be re-invested in new homes provided by the housing association;

- It has been recognised that as a result of extending the RTB to housing associations, the organisations' business plans will suffer as a result of the loss of net income. In order to address this, a further measure has been announced that is expected to require Councils (only) with housing stock to sell off a proportion of their higher value stock as it becomes void. The intention is that this income will then be used to compensate housing associations for the loss of income associated with their RTB sales. The current suggested level at which a property is deemed to be "high value" varies by region nationally;
- Under a "pay to stay" initiative, tenants in social housing whose household income exceeds £30,000 per annum nationally (£40,000 in London) will be required to pay rents that are set in line with the market rent rather than the social rent currently charged. For Councils, it is intended that the additional rent will be paid over to the government, so no benefit will be seen in the Council's HRA business plan. Housing associations are expected to be able to keep the additional rent towards providing new homes. The method of identifying households that exceed the threshold has yet to be determined. There will undoubtedly be operational management issues associated with managing the fluctuations in a tenant's circumstances.
- A review of lifetime tenancies

2.7 During September 2015, the HCA invited Councils to attend one of two seminars which gave representatives the opportunity to discuss issues of concern relating to:

- a) disposal of high value properties;
- b) high income social tenants;
- c) the review of lifetime tenancies.

We were able to obtain a place at one of the seminars for Director of Finance and Resources, Housing at Hammersmith & Fulham. Her insight from that seminar is included within this report.

- 2.8 In January 2013, Hammersmith & Fulham Council entered into a Conditional Land Sale Arrangement (CLSA) in order to re-develop a number of homes on the Council's estates at West Kensington and Gibbs Green, the conditional sale agreement was triggered by EC Properties LP on the 14th November 2013. The land is now sold although residents continue to live in their homes and the land does not transfer to the developer until replacement homes are provided. Legal advice provided to the Council says that during the period of re-development which is likely to be at least ten years, the homes affected on these estates cannot be transferred to a housing association as part of an option that involves stock transfer, as the land is sold. The scheme involves the demolition and replacement of a number of Council tenanted homes and leaseholder (ex RTB) properties as well as some properties currently held by local housing associations on long leases. For the purposes of this appraisal when considering stock transfer, it is assumed that the homes affected by this scheme and those homes that replace them remain with the Council for the foreseeable future. The agreement would allow the replacement homes to be transferred to a housing association at a later date, but for simplicity of modelling and uncertainty around the timing, we have assumed they are all retained. A transfer in future would also more likely be based on a tenanted market value rather than market value, unless the homes were vacant at the time of sale.

3. Financial Appraisal Methodology

What options are available for Hammersmith & Fulham?

- 3.1 As noted in 2.8, the 538 properties on the Council's estates at West Kensington and Gibbs Green are sold and all options assume land transfers to the buyer under the sale agreement to the same timetable. This means that if stock transfer is considered to be the most favourable option and a positive ballot achieved, the Council would still need to maintain a Housing Revenue Account (HRA) and would retain housing debt calculated in relation to the retained properties only.
- 3.2 In addition, the Council is assumed to retain ownership in the short term of Edith Summerskill House which contains 68 properties (2 of which are currently owned by leaseholders). It is intended that the site will be transferred to the Joint Venture (JV) who will then novate the site to a Registered Provider (RP). The RP will then develop the site out using funds granted from the Council in the form of S106 grant and 1-4-1 replacement receipts. The Council may also need to retain debt in relation to these properties, and for the purposes of this exercise it is assumed that this is the case.
- 3.3 The main housing stock which may be considered under both retention and transfer consists at August 2015 of 11,722 Council homes. These homes need to be managed in future together with continued servicing responsibility for 4,842 leaseholder properties. Fundamentally there are two main options, but within those there are several alternative methods of delivery. The two main options the Council has chosen to consider are:
- 3.4 a) Retain ownership of the properties and manage them either by:
- Continuing with the in-house housing service;
 - Setting up a new ALMO to take over the management and maintenance of the stock on behalf of the Council.
- Or
- b) Transfer the ownership of the stock to a Registered Provider under Large Scale Voluntary Transfer (LSVT) and choose the type of landlord to make the transfer to:
- Stand alone company which would involve forming a new Registered Provider (or housing association) to include the people within Hammersmith & Fulham Council

who are engaged in housing-related work (usually those funded by the HRA), together with any additional posts that may be required. This could if desired be a Mutual company (similar to that set up on the transfer of housing stock to Rochdale Boroughwide Housing in 2012), or a community gateway or some other form of tenant-led organisation;

- Set up a new group with an existing stand-alone Registered Provider where Hammersmith & Fulham Council sets up a new a Registered Provider which becomes a subsidiary of a newly formed group;
- Hammersmith & Fulham sets up a Registered Provider and this new organisation joins an existing group of housing associations as a new subsidiary of the existing group;
- Transfer ownership of the stock to an existing Registered Provider where there is no group structure (i.e. no individual subsidiary companied) and the housing stock is owned and managed by a single landlord;
- Partial transfer – i.e. only transfer out selected estates leaving the majority of housing in Council ownership.

3.5 Appendix A sets out the various options described above in diagrammatic form.

3.6 The main differences between the two headline options are set out in the table at Appendix B.

3.7 The detailed solutions within each of the headline options, together with their respective pros and cons are set out below.

The process within the financial appraisal

3.8 The financial appraisal is based on preparing traditional financial valuation and business planning models that consider the financial viability of the various options over the next 40 years. The assumptions used to populate the models are based upon all current known and evidenced information taken from:

- a) The Housing Service’s financial records of costs and income and the existing HRA business plan;
- b) Independent property surveyors Savills Stock Condition Survey freshly prepared for the purpose in July 2015;

- c) A full reconciliation in July 2015 of the addresses on the Council's asset management system with the addresses in the Stock Condition Survey and those on Council's rent list;
- d) Rent increases in future in accordance with Government guidance;
- e) Estimations of inflation based on the Council's predictions and within expected tolerances for stock transfer valuations;
- f) Current loan information provided by the Council's finance officers;
- g) Funding for transfer based on Capita Asset Services' funding adviser's knowledge of the market;
- h) A corporate impact assessment involving senior managers of the majority of corporate services in the Council;
- i) Discussions with officers of the Housing Service over a number of months to agree the relevance and reliability of the outputs from the modelling.

3.9 There are two main scenarios:

- a) Retention of all of the Council's housing stock within a Housing Revenue Account with an associated 40 year business plan;
- b) Transfer of the main housing stock excluding the West Kensington & Gibbs Green (WK/GG) estate properties that are part of the West Kensington and Gibbs Green development scheme and the land is sold. There are two financial models in each transfer case – a stock transfer model and a retained HRA for the 538 units.

The table below sets out the relevant full financial models that have been prepared as part of the financial appraisal, for the retention (R) and transfer (T) options. Yellow cells indicate where the variations occur. We have also set out a number of sensitivities which show the variation on the output of the modelling in response to assumption changes. R2 and T4 will be the main models used in the report. The retention models (R) will provide financial cashflow modelling over 40 years of the Council's Housing Revenue Account (HRA) and the transfer models (T) provide financial cashflow forecasts of a stock transfer housing association and a retained HRA containing only the West Kensington & Gibbs Green (WK/GG) properties / replacement properties. R2 and T4 will be the main models used in the report to provide the results of the financial appraisal. All models are based on a July 2015 stock condition survey prepared by Savills, which is

designed to provide a minimum level of investment per annum required to maintain the properties to a reasonable standard.

Option		HRA Model	Transfer Model	Start Date	Main Stock	WK/GG	Equity Share	Rents	SCS Std	VAT Shelter % retained
Retention	R1	Yes	No	2015	12,260	inc stock	16	Old	Minimum	N/A
Retention	R2	Yes	No	2015	12,260	inc stock	16	New	Minimum	N/A
Transfer	T1	Yes - retained WK/GG	Yes - Main stock	2015	11,722	538	16	Old	Minimum	50%
Transfer	T2	Yes - retained WK/GG	Yes - Main stock	2015	11,722	538	16	New	Minimum	50%
Transfer	T3	Yes - retained WK/GG	Yes - Main stock	2015	11,722	538	16	New	Minimum	75%
Transfer	T4	Yes - retained WK/GG	Yes - Main stock	2017	11,622	538	16	New	Minimum	75%

3.10 R1 and R2 are both full 40 year HRA business plan models that contain the 12,260 units of stock (excluding Edith Summerskill House) that the Council held as at July 2015, together with 34 shared ownership properties (the equivalent of 16 fully owned properties). Both models assume a start date for the assumptions modelled of 1 April 2015, and contain the advised level of investment to maintain the stock to a reasonable standard as determined by the Savills stock condition survey prepared in July 2015. The models both assume that the Council’s Housing Service would continue to provide the management and maintenance of the properties and that the costs are based on the current budgets and forecast efficiency savings already agreed by the Council. The difference between the two models is the rent increase assumption. R1 assumes the rent increases that the Council would have expected before the announcement in the Budget of 8 July 2015. R2 assumes the only change is to reflect the rent reduction of 1% per annum from April 2016 and no re-letting to new tenants at target rent.

3.11 T1 and T2 reflect the same assumptions as R1 and R2 but from the perspective of the transfer of 11,722 units of stock (as at 1 April 2015) and the retained HRA of 538 units at West Kensington & Gibbs Green with the equivalent rent options. T2 assumes a VAT shelter inclusion of 50%. T3 then assumes the same as T2, but includes a VAT shelter proportion of 75% which we will demonstrate provided a fundable transfer plan. T4 moves the T3 transfer plan forwards to the more likely period of transfer with a 1 April

2017 start date. The detailed assumptions underpinning these models and associated sensitivities are set out in section 4 of this report.

- 3.12 Both sets of models are based purely on future cashflows that might be reasonably expected and where expenditure exceeds income, then borrowing will be required to fund the difference. Where income exceeds expenditure, there is the opportunity to either pay off debt or to build revenue balances. As the Council already owns the housing stock, the retention models (R) do not need to assume a purchase price and business plans are produced assuming the constraints of local authority capital financing apply. The transfer models (T), take the predicted net cashflows for 30 years and apply a discount factor to them to work out the time value of that net income or expenditure if all received today – that is known as the Net Present Value (NPV). This will give us the price that a social landlord would be prepared to pay for the stock. Having calculated a price, the transfer models then provide a typical business plan that will allow a landlord to buy the stock, let, manage and maintain it and fund a loan over 30 years to do so. The HRA modelling uses 40 years of cashflows as it is able to borrow using public (PWL) loans that can have a 50 year repayment term. The transfer plans aim for repayment in 30 years as this is typically the maximum loan period that a bank would consider for lending. This approach allows us to compare the two scenarios.
- 3.13 In determining the strengths of the options, the key areas that will need to be considered are finance and governance. Some options will appear to offer greater financial viability, but this may come at the cost of the ability to control decision making. Some options may be more financially attractive to the Government (who remain a key stakeholder in the process if grants are required to pay off debt), but such options may not be attractive to tenants and leaseholders in terms of a standard offered or the ability to feel part of the way the estates are managed and maintained.

4. Financial Modelling Assumptions

- 4.1. The option appraisal is underpinned by 40 year financial business plan modelling. The models consider income and expenditure cashflows over 40 years, taking the current actual estimates and applying assumptions for real change and inflation in future. Future assumptions are made using knowledge of the economic situation, evidence in the form of rent rolls from the Council systems, data from the asset management system, a stock condition survey prepared specifically for this purpose in July 2015 and annual accounting and trend data information. We also rely on Council officers to provide additional historic and current details surrounding the budgets used.
- 4.2. As far as possible, each model uses the same base data as explained in the paragraphs below so that direct comparisons can be made. Where this differs, an explanation is provided.
- 4.3. The HRA business plan model assumes a start date of 1 April 2015 with associated cashflows from that date. The transfer valuation and business plan models assume a transfer date of 1 April 2015 initially for comparative purposes. We have then created a “rolled forward” version of the transfer model which assumes a start date of 1 April 2017 (a transfer is likely to be sometime in 2017/18 if this goes ahead). All 2015/16 assumptions used as the base for the HRA model are rolled forwards with considered relative values of inflation to give a 2017/8 start date for the transfer models.
- 4.4. In the options that consider stock transfer of the majority of the housing stock, we have also prepared a HRA business plan for the West Kensington & Gibbs Green development scheme which is the “retained” housing stock plan. This assumes a start date of 1 April 2015.

Stock Numbers

The HRA business plan models R1 and R2 consider the estimated stock numbers as at 31 July 2015 for the entire Council housing stock including the West Kensington and Gibbs Green redevelopment, but excluding Edith Summerskill House which is assumed to be a separate project. A full list of addresses for stock (tenanted, void and leasehold) was provided as at 31 July 2015 from the Council’s asset management system. This was reconciled firstly to the Council’s asset list included in the accounts for 31 March 2015, then also to the rent list and also to the list of properties provided to Savills for the purpose of undertaking a survey. We also reconciled the movements in stock from 1

April 2015 to 31 July 2015 arising from sales of homes to freeholders and leaseholders and also the buy-back of properties from leaseholders required as part of the West Kensington & Gibbs Green redevelopment. Having reconciled all of these lists, a reconciled version taking into account all movements at that date has been agreed as the starting point. There are no demolitions planned that affect the stock numbers as in the case of the West Kensington & Gibbs Green scheme, the Land Sale Agreement provides a replacement home as soon as one is demolished.

The HRA housing stock for the 2015 opening stock is:

Council – main stock	11,722
Council – WK/GG	538
Total	12,260
Leaseholders / equity share receiving services	4,693
Leaseholders / equity share – WK/GG	149
Total Leaseholders	4,842

- 4.5. The HRA stock numbers have then been adjusted in 2015/16 and future years to take account of an estimate of RTB sales. The estimated sales number for the rest of 2015/16 is 60 and for 2016/17 is 40 giving an estimated reduction in properties prior to a transfer option in 2017/18 of 100 homes. RTB sales are assumed from 2017/18 to 2021/22 to be 40 per annum and thereafter reduce to 20. These figures are in line with estimates by the Council based on RTB sales since 2012, but have not been adjusted to factor in any increases in RTB sales arising from the “pay to stay” policy, nor do the stock numbers reflect increases in sales due to the proposed forced sale of high value voids.
- 4.6. The transfer models T1 – T4 exclude the West Kensington and Gibbs Green scheme properties, but these are then included in a separate Retained HRA model required for the Council which assumes only the 538 tenanted properties and the 149 leaseholders. Freeholders on estate who receive estate services only have not been included. The transfer and the retained models are both required for this option.

T1, T2 and T3 all contain the following stock numbers based on 2015:

	Transfer	Retained
Council – main stock	11,722	
Council – WK/GG		538
Total owned	11,722	538
Leaseholders receiving services =	4,661	
Equity Share holders =	32 *	
Leaseholders / equity share – WK/GG		149
Total Leaseholders	4,693	149

* Equivalent to 16 full units

T4 assumes an April 2017 start date and therefore the Council held numbers are reduced by the 100 assumed RTB sales between July 2015 and April 2017. We have not assumed that all of the RTB sales result in additional leaseholder numbers. Instead, we have assumed that the cost of services provided and the resultant income in the form of service charges is unchanged as a result of the stock reduction through RTB sales. This infers that the tenanted service charges in effect become collectable from the new RTB leaseholders, or would not be provided:

	Transfer	Retained
Council – main stock	11,622	
Council – WK/GG		538
Total owned	11,622	538
Leaseholders receiving services	4,661	
Equity Share holders	32 *	
Leaseholders / equity share – WK/GG		149
Total Leaseholders	4,693	149

* Equivalent to 16 full units

- 4.7. For the purposes of the transfer modelling, we do not assume at this stage any future reductions in stock numbers due to RTB sales. This is because a housing association business plan is normally compensated by being allowed to keep a sum that would make them no better or worse off as a result of the RTB sale. They can keep all receipts from RTB sales at present with the balance being used to fund replacement homes. The assumption of RTB sales with the compensating income adjustment would not make a difference. Equally future RTB sales are not included in the valuation of the stock as they may not arise and in that event, a new landlord may be paying in advance for the right to receive income from RTB sales that do not materialise. This has always been seen as too much of a risk for the Regulator.

Rents

- 4.8. Rents in R1 and T1 are calculated based on an average of the known list of actual 2015/16 rents per week for each property and assume that current tenant rents increase in line with a rent restructuring policy agreed with tenants. This policy was slightly different from the one announced by the Government from April 2015 which assumed no convergence from that date. The Council policy assumes that rents are rise by CPI+1% plus a maximum of £1 per week (52 weeks) until they reach the formula (or target) rent. There are a small number of properties where the rent is above target and in the table below are termed " high rent properties". These are properties that have a higher rent which was historically set in accordance with the previous administration's policy. The current administration's policy is for these to reduce towards target over time.
- 4.9. Rents in R2 and T2 and T3 for 2015/16 are similarly calculated based on the average of the known list of actual 2015/16 rents per week for each property. However, the rents reduce in line with the Government's proposal in the Budget of 8 July 2015 which is to assume that for the four years from April 2016, rents will decrease in real terms by 1% per annum from that rent in place on 8 July 2015. Target rents will also follow the same percentage reduction. This also means that new tenants are not assumed to move to target rent on re-let of a property. For R2, rents from April 2020 onwards are assumed to resume the Council's rent policy which we understand was agreed with tenants in 2014 of moving towards target again at CPI + 1% + £1. For T2 and T3, it is assumed that

the transfer organisation would only increase its rents by CPI + 1%, thereby basing its business plan on slightly lower rents in future than the Council.

- 4.10. The average opening rent per unit for the HRA in 2015 is **£107.42**, and target rent of **£119.26** per week based on 52 weeks. The transfer rents mirror this, but are broken down into more detailed categories:

Actual 2015/16 rents for the main stock:

Main Stock Bedsit	Main Stock One Bed	Main Stock Two Bed	Main Stock Three	Main Stock Four Bed	Main Stock Five Bed	Main Stock Six Bed	High Rent One Bed	High Rent Three Bed	High Rent Four Bed	High Rent Five Bed
£ 83.14	£ 96.11	£ 105.72	£ 121.46	£ 145.73	£ 159.87	£ 162.54	£ 158.65	£ 163.96	£ 193.63	£ 273.37

Target 2015/16 rents for the main stock

£ 89.37	£ 103.96	£ 117.15	£ 132.94	£ 152.88	£ 170.65	£ 172.95	£ 99.65	£ 137.34	£ 154.29	£ 174.69
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- 4.11. T4 assumes a start date of April 2017, so its starting rents are based on the 2015/16 current rents which are then reduced by two annual reductions of 1%. There is then an assumed continuation for two years of a further 1% reduction per annum and then a return to an increase of CPI + 1%. It should be noted however, that there is no guidance about how rents will be allowed to rise post April 2020, so the assumption mirrors the policy that was in place pre the Budget announcement. If the rise in future is capped at CPI for example, then both the Retention and the Transfer models will be hit by a reduction in income.

- 4.12. By 2017/18, under the new rent rules, the average rent per week in the R2 retention model (with reduced rent assumption) would be £105.27 and for the West Kensington and Gibbs green stock only, will be £105.79 per week. For T4, the opening 2017 rents are:

Actual rent 2017/18 per week:

Main Stock Bedsit	Main Stock One Bed	Main Stock Two Bed	Main Stock Three	Main Stock Four Bed	Main Stock Five Bed	Main Stock Six Bed	High Rent One Bed	High Rent Three Bed	High Rent Four Bed	High Rent Five Bed
£ 81.48	£ 94.19	£ 103.62	£ 119.04	£ 142.83	£ 156.69	£ 159.30	£ 155.49	£ 160.69	£ 189.78	£ 267.93

Target rents 2017/18:

£ 87.59	£ 101.89	£ 114.82	£ 130.29	£ 149.83	£ 167.25	£ 169.51	£ 97.67	£ 134.61	£ 151.22	£ 171.21
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Void percentage losses are calculated for each model in the same way and are based on current evidenced performance taking into account recent changes in trend as a result of the movement of tenants to smaller properties as a result of Welfare Reform changes up to 2015.

The void rates assumed across the stock are:

2015/16 1.55%

2016/17 onwards 1.8%

- 4.13. The percentage annual rent lost through bad debts is calculated for each model in the same way and is based on current evidenced performance. These percentages reflect the economic climate and changes arising from Welfare Reform and the introduction of Universal Credit whereby the housing benefit element of payments is to be paid direct to tenants on a monthly basis rather than straight to the landlord. In the case of the Council, this has been received one week in advance of the rent being due. In future the rent will need to be paid by the tenant. Pilot projects have shown significant increases in arrears arising (some as high as 8%) as a result of direct payments. These figures do not include any additional assumption in relation to arrears that may arise if those earning £40,000 or more are charge at or near market rent as this is not possible to predict with any certainty at this time.

The bad debt rates assumed across the stock are:

2015/16 3.5%

2016/17 4.0%

2017/18 onwards 4.5%

Other Income

- 4.14. Both models reflect other income coming into the HRA and based on actual budgets determined by past performance and known changes. The assumption for the transfer models is that if income is currently being received by the HRA, then the assets that this income relates to will transfer and therefore the income (and related expenditure – see below) will transfer to the new landlord. Any assets taken out of the HRA on transfer and retained by the Council would therefore give a net reduction in income to the landlord and reduce the valuation of the stock.

- 4.15. This other income arises from shops, garages, land rents, hostel rents and tenant and leaseholder service charges, water rate collection and advertising income. The transfer models take into account income due from the properties in the main stock and include the recovery of the cost of irrecoverable VAT where applicable. The retained HRA contains the income relating to the West Kensington & Gibbs Green properties only and as this would remain with the Council would have no VAT impact. The HRA business plans include income from all assets in the HRA. Other income also contains an annual budget which reflects the income received from the recharge of the cost of the value of capital works done to leaseholder properties over the period of the business plan at an assumed recovery rate of 80%. This income is calculated by reference to the works separately identified for leaseholder properties in the Savills survey.
- 4.16. Tenant service charges are assumed to rise by 3% annually, garage and shop rents rise by CPI, hostel rents rise by CPI + 1%, sheltered charges are cash limited in 2016/17 and then rise by CPI and all other income is assumed to rise by CPI only.

Management Costs

- 4.17. Management costs for each base model (transfer and HRA) are based on the current costs of Council's Housing Service as included in the 2015/16 HRA budgets and rolled forward to 2017/18 with relevant inflationary assumptions.
- 4.18. The HRA business plan models R1 and R2 assume that all of the costs will be required in future, but also that the agreed budgeted efficiency savings starting in 2016/17 at £1.1 million and rising to a total reduction on current costs of £2.61 million by April 2019 are included in the plan. It is assumed that all of these savings would be made from the cost of running and managing the stock that could transfer and therefore are also assumed in total in the T1 to T3 models.
- 4.19. Costs are analysed between staffing and non-staffing costs. Staffing costs are assumed to rise by 1% per annum until 1 April 2020 in line with current public sector pay advice and then rise by CPI. Non-staffing costs are assumed to rise by CPI only for all years as the Council has negotiated contracts on this basis. Expenditure would normally be assumed to rise by RPI (at least 0.5% higher than CPI), so the Council has already taken mitigating action to reduce costs as a result of impending losses in income.
- 4.20. The transfer models assume the same starting costs before the addition of VAT. The management costs have been analysed to allocate the retained West Kensington / Gibbs Green HRA model as share of the costs and additional management to run a

reduced service. Taken in total, the management costs for the transfer model and the retained HRA model will be higher than the HRA with all of the stock as there are initially diseconomies of scale in separating the overall management as there will be duplication of strategic management.

- 4.21. It is assumed that the majority (if not all) of the Council's Housing Service staff will TUPE transfer to the new organisation and also that the non-staffing costs currently incurred will also be required. The HRA is currently charged with costs arising from corporate services for example, corporate management, financial, legal, IT, accommodation, HR, insurance premiums, facilities management and shop management as well as other strategic and policy support. The sum total of this is estimated at around £6.6 million per annum. An early corporate impact assessment has been undertaken to determine how many Council employees may be affected by changes in ownership of the stock. This shows that managers across the services have identified 10 full time equivalent posts that would need to transfer to the new organisation, accounting for a total of £478,000 of salaries and on-costs. £390,000 of costs have been identified that would no longer be incurred for recharge by the Council if the service was not used. £513,000 of costs have been identified as being required for a retained strategic housing budget as the Council will retain some wider statutory duties and monitoring roles. Some services are carried out using external contracts and these have also been subject to an early review to determine how these might need to be split.
- 4.22. There will be always be some diseconomies of scale arising from corporate recharges, but there are ways to mitigate this. It is assumed that where appropriate, corporate staff would TUPE transfer to a new organisation to continue their service. A new landlord may also contract with the Council for some services particularly where there are contractual arrangements that are difficult to disaggregate. Usually the new landlord will expect to contract for their own services or may indeed in the case of a group already have arrangements in place. For the purposes of this appraisal the T1 to T4 models assume that if the HRA is receiving a charge from the corporate centre then there is an equivalent budget in the transfer model (with VAT where applicable). This means that the transfer business plan has a budget to either take on staff under TUPE or buy in a service, minimising the effect on the Council.
- 4.23. The transfer models assume VAT on non-staffing costs, as currently housing associations cannot reclaim the VAT on their day-to-day running costs (Councils are able to recover VAT). VAT is therefore an additional cost (see also Cost Sharing groups below).

4.24. Management costs in the transfer model T1 to T3 are assumed to rise in the same way as the HRA. For T4, the starting management costs have been increased by the relevant inflationary increases from 2015/16 to 2017/18, and then continue with the same inflationary rises as described above.

Investment Costs, Repairs and Maintenance

4.25. Savills have produced a set of Stock Condition Surveys covering the housing stock held by the Council (including that sold but not yet transferred on the West Kensington and Gibbs Green Estates) and also the leasehold stock for which the Council has the responsibility to repair but also for which it can make a charge to the leaseholder for within certain limits. These works are usually structural, external or to common areas of blocks in which flats have been sold under the Right to Buy. During the last round of stock transfers, it became a requirement in the Housing Transfer Manual that local authorities should consider the impact a stock transfer may have on leaseholder service charges when ownership of the freehold transfers from the Council to a private registered provider. The government wishes to ensure that, where additional capital works are made possible by transfer, leaseholders are protected from excessive charges in relation to these works. The Secretary of State will therefore require local authorities to include in the transfer contract a stipulation that service charges for leaseholders of the transfer landlord, relating to capital works, should be capped at no more than £10,000 (or £15,000 in London) in the five year period following transfer. The assumption made in the “other income” section of 80% recovery of costs is expected to meet the criteria. The surveys produced showed separate 40 year profiles of capital and revenue maintenance spend for:

- Council owned main stock properties
- West Kensington & Gibbs Green existing tenanted properties and replacement properties Leaseholder / equity share main stock properties
- Leaseholder / equity share Kensington & Gibbs Green properties

The West Kensington & Gibbs Green profile of expenditure shows continued spending requirements whilst the site is being prepared, followed by a period of time whereby the homes will not need any capital works as they are newly built and then after time, a lifecycle of replacement works commence.

4.26. The survey of the main stock provides us with the advised level of investment to maintain the stock to a reasonable standard and the profile over time that the works should be done by. These standards are set out in the tables below and are shown at July 2015 prices, based on 11,722 properties per the reconciled lists. These figures are inclusive of preliminary works costs but exclusive of professional fees and VAT:

LBHF	Year 1= 2015							Stock	11,722	
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave
Catch/Up	£497,925	£0	£0	£0	£0	£0	£0	£0	£497,925	£42
FMW	£87,661,201	£69,482,607	£78,700,950	£52,144,488	£94,980,373	£57,214,366	£96,883,748	£57,395,112	£594,462,845	£50,713
Improvements	£1,067,350	£0	£0	£0	£0	£0	£0	£0	£1,067,350	£91
Related Assets	£1,485,961	£1,464,502	£1,186,513	£639,346	£711,779	£932,224	£1,241,838	£1,191,717	£8,853,880	£755
Revenue	£75,911,420	£75,911,420	£75,911,420	£75,911,420	£75,911,420	£75,911,420	£75,911,420	£75,911,420	£607,291,356	£51,808
Contingent Major Repairs	£3,506,448	£2,779,304	£3,148,038	£2,085,780	£3,799,215	£2,288,575	£3,875,350	£2,295,804	£23,778,514	£2,029
Exceptional Extensives	£33,134,810	£24,634,810	£13,234,810	£13,209,810	£13,209,810	£11,934,810	£16,434,810	£11,934,810	£137,728,480	£11,750
Disabled Adaptations	£3,500,000	£3,500,000	£3,500,000	£3,500,000	£3,500,000	£3,500,000	£3,500,000	£3,500,000	£28,000,000	£2,389
Total	£206,765,115	£177,772,643	£175,681,730	£147,490,843	£192,112,596	£151,781,394	£197,847,166	£152,228,863	£1,401,680,351	£119,577

All costs are exclusive of Professional Fees, VAT, management and administration costs and are based on today's prices. Costs are inclusive of preliminaries.

Main stock leaseholder costs based on 4,528 units that are chargeable for these works:

LBHF	Year 1= 2015							Stock	4,528	
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave
Catch/Up	£51,061	£0	£0	£0	£0	£0	£0	£0	£51,061	£11
All Catch Up	£51,061	£0	£0	£0	£0	£0	£0	£0	£51,061	£11
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave
FMW	£14,527,145	£10,659,230	£6,485,777	£7,365,347	£12,354,338	£6,000,971	£15,044,164	£11,093,906	£83,530,877	£18,448
Windows	£9,154,563	£3,145,971	£1,727,680	£1,366,873	£4,341,378	£1,595,936	£9,154,563	£3,145,971	£33,632,933	£7,428
Pitched Roof	£90,185	£265,375	£340,104	£606,434	£218,290	£448,828	£472,930	£281,948	£2,724,094	£602
Flat roofs	£229,207	£1,805,907	£480,853	£363,472	£1,238,374	£252,277	£569,932	£1,897,215	£6,837,236	£1,510
Rainwater goods / Ext Joinery	£401,572	£681,615	£671,223	£448,347	£412,020	£84,332	£401,572	£681,615	£3,782,295	£835
Walls	£40,148	£239,879	£1,061,999	£1,292,669	£1,720,578	£366,994	£561,094	£1,800,338	£7,083,698	£1,564
Environmental Works	£502,185	£964,480	£613,643	£748,567	£314,373	£209,828	£848,330	£560,124	£4,761,531	£1,052
Communal services	£3,064,952	£2,045,087	£1,156,176	£2,181,882	£2,991,853	£2,248,898	£1,954,887	£1,909,513	£17,553,048	£3,877
Communal doors	£581,034	£1,002,342	£274,636	£236,567	£894,792	£379,558	£606,935	£250,696	£4,226,561	£933
Communal Windows	£463,298	£508,575	£159,464	£120,737	£222,679	£414,320	£473,921	£566,488	£2,929,482	£647
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave
Contingent Major Repairs	£581,086	£426,369	£259,431	£294,614	£494,174	£240,039	£601,767	£443,756	£3,341,235	£738
Contingent Major Repairs	£581,086	£426,369	£259,431	£294,614	£494,174	£240,039	£601,767	£443,756	£3,341,235	£738
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave
Exceptional Extensives	£11,414,707	£10,214,707	£4,794,707	£4,654,707	£4,654,707	£4,454,707	£5,804,707	£4,454,707	£50,447,656	£11,141
Solid wall insulation	£2,000,000	£2,000,000	£0	£0	£0	£0	£0	£0	£4,000,000	£883
Asbestos	£500,000	£200,000	£200,000	£10,000	£10,000	£10,000	£10,000	£10,000	£950,000	£210
Structural works High Rise	£3,150,000	£3,150,000	£30,000	£30,000	£30,000	£30,000	£30,000	£30,000	£6,480,000	£1,431
Structural works comish	£0	£0	£0	£200,000	£200,000	£0	£0	£0	£400,000	£88
Complex M&E	£1,500,000	£600,000	£300,000	£150,000	£150,000	£150,000	£1,500,000	£150,000	£4,500,000	£994
Scaffold	£4,264,707	£4,264,707	£4,264,707	£4,264,707	£4,264,707	£4,264,707	£4,264,707	£4,264,707	£34,117,656	£7,535
Other	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave
Total	£26,573,998	£21,300,306	£11,539,916	£12,314,668	£17,503,218	£10,695,716	£21,450,637	£15,992,369	£137,370,829	£30,338

All costs are exclusive of Professional Fees, VAT, management and administration costs and are based on today's prices. Costs are inclusive of preliminaries.

LBHF	Year 1= 2015								Stock		538	
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave		
FMW	£0	£0	£535,977	£535,977	£1,274,211	£1,375,338	£4,227,143	£4,328,271	£12,276,917	£22,820		
Kitchen	£0	£0	£0	£0	£1,071,955	£1,071,955	£0	£0	£2,143,910	£3,985		
Bathrooms	£0	£0	£0	£0	£0	£0	£803,966	£803,966	£1,607,932	£2,989		
Electrics	£0	£0	£0	£0	£0	£0	£0	£535,977	£535,977	£996		
Heating	£0	£0	£535,977	£535,977	£0	£0	£1,339,944	£1,339,944	£3,751,842	£6,974		
Windows	£0	£0	£0	£0	£0	£0	£809,023	£809,023	£1,618,045	£3,008		
Doors	£0	£0	£0	£0	£0	£0	£535,977	£535,977	£1,071,955	£1,992		
Pitched Roof	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		
Flat roofs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		
Rainwater goods / Ext Joinery	£0	£0	£0	£0	£0	£0	£535,977	£0	£535,977	£996		
Walls	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		
Environmental Works	£0	£0	£0	£0	£202,256	£0	£0	£202,256	£404,511	£752		
Communal services	£0	£0	£0	£0	£0	£303,383	£0	£0	£303,383	£564		
Communal doors	£0	£0	£0	£0	£0	£0	£101,128	£0	£101,128	£188		
Communal Windows	£0	£0	£0	£0	£0	£0	£101,128	£101,128	£202,256	£376		
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave		
Revenue	£5,231,099	£1,696,424	£1,610,461	£1,610,461	£1,610,461	£1,610,461	£1,610,461	£1,610,461	£4,497,278	£8,359		
Responsive	£3,709,773	£1,214,141	£1,205,949	£1,205,949	£1,205,949	£1,205,949	£1,205,949	£1,205,949	£66,600	£33,300		
Void	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		
Cyclical	£1,521,326	£482,284	£404,511	£404,511	£404,511	£404,511	£404,511	£404,511	£4,430,678	£8,235		
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave		
Contingent Major Repairs	£0	£0	£21,439	£21,439	£50,968	£55,014	£169,086	£173,131	£491,077	£913		
Contingent Major Repairs	£0	£0	£21,439	£21,439	£50,968	£55,014	£169,086	£173,131	£491,077	£913		
Disabled Adaptations	£151,692	£151,692	£151,692	£151,692	£151,692	£151,692	£151,692	£151,692	£1,213,534	£2,256		
Disabled Adaptations	£151,692	£151,692	£151,692	£151,692	£151,692	£151,692	£151,692	£151,692	£1,213,534	£2,256		
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave		
Total	£5,382,791	£1,848,116	£2,319,569	£2,319,569	£3,087,331	£3,192,504	£6,158,381	£6,263,554	£30,571,815	£56,825		

All costs are exclusive of Professional Fees, VAT, management and administration costs and are based on today's prices. Costs are inclusive of preliminaries.

West Kensington & Gibbs Green leaseholder stock based on 128 properties chargeable for these works

LBHF	Year 1= 2015								Stock		128	
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave		
FMW	£0	£0	£0	£0	£48,120	£72,180	£175,639	£72,180	£368,120	£2,876		
Pitched Roof	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		
Flat roofs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		
Rainwater goods / Ext Joinery	£0	£0	£0	£0	£0	£0	£127,519	£0	£127,519	£996		
Walls	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		
Environmental Works	£0	£0	£0	£0	£48,120	£0	£0	£48,120	£96,241	£752		
Communal services	£0	£0	£0	£0	£0	£72,180	£0	£0	£72,180	£564		
Communal doors	£0	£0	£0	£0	£0	£0	£24,060	£0	£24,060	£188		
Communal Windows	£0	£0	£0	£0	£0	£0	£24,060	£24,060	£48,120	£376		
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave		
Contingent Major Repairs	£0	£0	£0	£0	£1,925	£2,887	£7,026	£2,887	£14,725	£115		
Contingent Major Repairs	£0	£0	£0	£0	£1,925	£2,887	£7,026	£2,887	£14,725	£115		
Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	26 to 30	31 to 35	36 to 40	Total	Unit Ave		
Total	£0	£0	£0	£0	£50,045	£75,068	£182,665	£75,068	£382,845	£2,991		

All costs are exclusive of Professional Fees, VAT, management and administration costs and are based on today's prices. Costs are inclusive of preliminaries.

of high-rise and low-rise blocks to confirm their structural integrity. Given that this was

a sample survey, further detailed investigation is required into the level and type of investment required in the future. A provision has been included within the Stock Condition Survey in the interim and this has been included within the category described as “Exceptional Extensives”.

4.28. R1 and R2 both assume the works required within the level of investment to maintain the stock to a reasonable standard from 2017/18 onwards. For 2015/16 and 2016/17, the HRA business plan models assume the capital programme works agreed by the Council and as consulted upon with the tenants. Year 1 & 2 spend therefore is profiled accordingly:

Survey Years			Responsive, Contingent								
			Catch up Works	Future Major Repairs	Improvements	Related Assets	Void & Cyclical	Major Repairs	Disabled Adaptations	Exceptional Extensive	Leaseholder Major Works
			£	£	£	£	£	£	£	£	
1	to	1		45,963,779				13,949,800		925,926	5,271,296
2	to	2		37,473,148				13,949,800		925,926	5,115,741

4.29. These HRA models contain the costs from year 3 (2017/18) contained in:

- Council owned main stock maintained to a reasonable standard
- West Kensington & Gibbs Green Council tenanted/replacement stock standard
- Leaseholders main stock standard
- West Kensington & Gibbs Green leaseholders standard

4.30. The HRA business plans R1 and R2 include £768 million of capital investment (excluding fees & VAT) for 30 years from 1 April 2015 (£1.055 billion over 40 years) and £466 million of day-to-day repairs works over 30 years (£621 million over 40 years).

4.31. Fees at 8% are added to capital investment costs, but in the HRA business plans, VAT is fully recoverable so is not shown as a cost. Inflation on revenue day-to-day repairs is assumed to be CPI only from 2016 to 2024 as the Council has external contracts in place that are linked to CPI increases only, then rises by RPI thereafter. Capital investment costs are assumed to rise by RPI + 0.25% until April 2021 from when it assumed to rise by RPI only. It should be noted that in the HRA model RPI is expected to exceed CPI by 1.8% in 2016/17, 1.3% in 2017/18, 1.2% in 2018/19, 1.1% in 2019/20 and then 1% from 2020/21 onwards. These figures are based on the OBR 5 year forecasts for both

measures at July 2015. The traditional expectation of the difference between the two measures was 0.5% but over the last year this has increased to at least a 1% differential.

- 4.32. Future major works, contingencies and day-to-day revenue repairs costs are assumed to vary directly with stock reductions, but all other cost categories are assumed to be fixed.
- 4.33. Transfer models T1, T2 and T3 all assume the Savills advised level of investment to maintain the stock to a reasonable standard from April 2015 and the surveys for the main stock Council owned properties and the main stock leaseholder properties. The costs for tenanted and leaseholder properties/replacement properties in West Kensington & Gibbs Green estates are included in a retained HRA business plan for these properties using the same inflationary costs as the R1 and R2 models.
- 4.34. Transfer model T4 also assumes the same Savills standard but starting in 2017/18. It has the same survey, but an assumption that the total costs will have increased by two years' worth of inflation at CPI + 0.5% (the equivalent of the old RPI assumption), so this is 2.41%. The use of the survey in this way is consistent with the assumption that in reality over time, work will be done to improve some homes more than others and those with no work done may decline in standard more rapidly. As a result over all, any works done in 2015/16 and 2016/17 cannot be said to reduce the value of works required from 2017/18 onwards. If transfer is chosen as the option to take forwards, a further survey of the stock prior to transfer will provide a more accurate business plan assumption nearer the time. This assumption also allows funders to rely on a warranted survey for early expressions of interest in funding that may be required.
- 4.35. Transfer models T1 to T3 include capital investment for the main stock Council owned and leaseholder of £696 million over 30 years (at 2015/16 prices) or £899 million over 40 years plus £455 million of day-to-day repairs over 30 years (£607 million over 40 years). T4 includes £713 million of capital works in 30 years (at 2017/18 prices) or £921 million over 40 years. The equivalent repairs and maintenance totals are £466 million over 30 years or £622 million over 40 years.
- 4.36. The retained HRA model contains the costs of the surveys for West Kensington & Gibbs Green estates which is a total of £31 million on capital and revenue repairs over 40 years.
- 4.37. Fees at 8% are added to capital investment costs and VAT is assumed to be a cost at 20% on capital and revenue maintenance as all contracts are external. The repairs

contract has another nine years to run before it could be considered for replacement with an in-house service. In-house provision saves the cost of VAT on the staffing element of the costs. It is assumed in models T1 and T2 that there is a VAT shelter in place that will allow the recovery of VAT on capital works over the first 15 years after transfer. It is then assumed that 50% of this VAT that can be recovered is retained by the landlord to increase the valuation of the stock. In transfer models T3 and T4 it is assumed that 75% of the VAT shelter income is included in the valuation to improve it further.

- 4.38. Inflation on revenue day-to-day repairs is assumed to be CPI only from 2016 to 2024 as the Council has external contracts in place that are linked to CPI increases only and it is assumed these will novate under transfer. It is then assumed that they will rise by CPI + 0.5% following the traditional assumption for the difference between RPI and CPI rather than a difference of 1% as seen in the HRA modelling. Capital investment costs are assumed to rise by CPI + 0.5% for all years in line with traditional valuation assumptions that DCLG are likely to accept as reasonable.

Funding Rates

HRA Plans

- 4.39. The HRA business plans assume that the PWLB loans that are in place are repaid as they mature and interest is calculated in relation to specific loans. Any additional borrowing to finance capital works is assumed at an average of 4.5% from 2015/16 to 2020/21 rising to 5.5% thereafter. Any additional borrowing is assumed to be repaid as soon as the cash is available to do so. Borrowing to fund the West Kensington & Gibbs Green scheme in the early years is assumed to be internally borrowed without interest charges primarily using the funds received in advance of land transfers from Capco under the Land Sale Agreement.

Transfer Plans

- 4.42 At this early stage, no approach has been made to potential lenders, but clearly assumptions have had to be made about the level of funding costs that the transferee landlord will have to bear if a transfer is pursued. The assumptions built into the plan are based on Capita Asset Services' experience of advising on the funding of a large number of successfully completed transfers, including one of the three transfers that took place in the most recent transfer round, completing in March 2015.

4.43 Funding costs are made up of a number of elements, these being:

- Arrangement fees, typically payable as a lump sum upon completion of the facilities, which is usually coterminous with transfer;
- Interest on loans drawn under the facilities put into place calculated at a rate made up of two elements:
 - (i) the lender's cost of funds (i.e. what they have to pay themselves to secure monies for on-lending), and
 - (ii) the lender's margin, which represents their profit element on the lending;
- Non utilisation fees applying to the balance of facilities which have been put into place but remain undrawn from time to time calculated at a specified rate, which is typically 40% to 50% of the lending margin set;
- Management fees, an annual fee to cover the cost to the lender of monitoring and managing the loans that they make.

4.44 Arrangement fees, lender's margins, non utilisation costs and management fees are all within the gift of the lender, and the rates that the transferee landlord will have to pay, although influenced by general market conditions, will also depend upon the level of competition that can be generated for the provision of loans. This in turn will depend upon the attractiveness of the organisation and its business plan as an investment opportunity.

4.45 Lender's cost of funds depend upon the style of loan that are taken up, in particular whether these are locked into a fixed rate of interest or left to run on a floating rate basis.

Floating rate loans are priced on **London Inter Bank Offered Rates (LIBOR)** which reflect the rates at which banks are lending to and borrowing from other banks. LIBOR are set and clearly published on daily basis by the Intercontinental Exchange (ICE). LIBORs are set for different short term periods (e.g. 1, 3, 6, 8 and 12 months) with 3 months being the most commonly used.

4.46 If floating rate funding is used, a rate will be set when the loan is drawn for a period of, say, 3 months at the ICE rate then prevailing, and this rate will apply to the end of the 3 month period when it will be reset for a further 3 months at the ICE rate then prevailing. This process is known as a rollover.

4.47 Fixed rate loans are priced from interest rate swaps, which can have any period of between 1 year and the maturity of the facilities, and are published on Reuters screens, and elsewhere. Swap rates move on a continuous basis, and the rate applying to any

interest rate fixing will depend upon the rate prevailing at the time that the fixed rate is entered into. This rate will then apply to the loan for the agreed period of fixing, at the end of which it will either revert to a floating rate basis or be re-fixed, until such point as it has to actually be repaid.

4.48 In terms of the assumptions built into the funding model, we have used assumptions about the lender controlled elements which we consider to provide some margin of comfort, but which are not unreasonably conservative in the light of recent offers of funding that we have seen, including the last round of stock transfers.

The assumptions made are:

Cost element	Payable	Assumption
Arrangement fee	Up front	1.25%
Margins	years 1 to 5	1.75%
	year 5 onwards	2.00%
Non utilisation fees	years 1 to 5	0.70%
	year 5 onwards	1.00%
Management fees	annual	£20k index linked

4.49 Appropriate assumptions for the underlying cost of funds are more difficult to judge, as these depend not only upon how the markets move between now and the point of transfer and beyond, but also upon the balance between fixed and floating rate loans the organisation wishes to maintain. Floating and fixed rates each have different benefits and risks, with floating rates currently being cheaper and more flexible, but subject to a high level of risk of future rate increases, whereas fixed rates confer certainty of cost, but can be expensive and be more costly if rates at the time of fixing prove high in retrospect.

4.50 The balance between fixed and floating rate funds to be run is a matter for the board of the new organisation to determine (in consultation with its advisers and the lenders) in the light of the final business plan, and the prevailing economic conditions and outlook. If institutional investors were to be involved in the funding, then the loans that they provide are likely only to come in the form of fixed rate or index linked loans, and this in itself will have an impact on the treasury strategy to be pursued. Decisions on the strategy to be pursued will not usually be made until the form of the funding to be used,

the identity of the lenders concerned and the shape of the final business plan are known and have been fully considered.

4.51 For the purposes of the assumptions built into the business plan, and to keep the model simple at this stage, we have assumed that the loan facilities will take the form of bank facilities of a scale large enough to accommodate the organisation's projected peak debt requirement and which will run out to the point at which the business plan shows that debt can be fully repaid. It has been assumed that 80% of debt will be held on fixed rates of interest throughout the plan with 20% remaining floating. A fixed rate of 3.5% (before margins) has been assumed for the fixed rate debt and LIBOR has been assumed to start at 2.25% and increase in steps to 4.50% over a 3 year period.

4.52 This allows for a weighted average rate of interest to be built into the plan, as illustrated in the table below:

Financial year ending 31.03	Proportion of debt held as		Assumed rate		Weighted average Rate of Interest
	Fixed	Floating	LIBOR	Fixed	
2018	80%	20%	2.25%	3.50%	3.25%
2019	80%	20%	3.50%	3.50%	3.50%
2020	80%	20%	4.00%	3.50%	3.60%
2021	80%	20%	4.50%	3.50%	3.70%
future years	80%	20%	4.50%	3.50%	3.70%

For the purposes of comparison the table below sets out current rates of interest:

Current interest rates	
<i>Floating:</i>	
LIBOR	0.58%
<i>Fixed rates:</i>	
5 years swap	1.42%
10 year swap	1.84%
15 year swap	2.04%
25 year swap	2.11%

Set Up Costs

- 4.53 Set up costs of a stock transfer have not yet been included in any of the modelling, other than as noted above the cost of the funding arrangement fee of £1.18 million which is built in to the business plan as a percentage of the facility required (1.25% of £95 million). This in itself is one of the largest costs and only falls due and payable by the new landlord on the day of transfer when it commits to the loan it requires. Pre 2012, the set up costs could be used as a capital cost that could be offset by the Council against a capital receipt from the sale of the stock, before calculating the amount of debt that needed to be paid off by the Government. In the latest Housing Transfer Manual, set up costs were not allowed to be taken into account as a deduction from the capital receipt before calculating the debt write-off required, but for accounting purposes, the Council is still able to use the capital receipt to offset the cost in its accounts. Set up costs were a matter for both parties to agree as to who would fund them. This may be a negotiation point for the Council and any new landlord if the option progresses to stock transfer. Where set up costs are funded by the new landlord's business plan, they are not allowable as part of the valuation and therefore put additional pressure on the business plan.
- 4.54 Set up costs traditionally were split into pre and post ballot costs where the pre ballot costs were all picked up by the Council (and where an HRA is closed, the HRA revenue balances could be used to pay the set up costs) and post ballot costs could be split between the new landlord and the Council in an agreed manner. More recently with ALMO transfers, ALMO reserves have been used to pay for set up costs of the new company so that they have control over the procurement of services. In older transfers many costs such as funding advice and business planning advice were not required to a large extent pre ballot, they could wait for the outcome of the ballot before need to take such advice. In the recent transfers, the need to agree a business case in order to agree the debt write-off required before permission is even given to go to ballot, has meant that many of the traditional "post ballot" costs were incurred far earlier in order to prepare the business case. The post ballot costs for example of the Council tended to be less as a result of a large proportion of the commercial deal being agreed in order to make the business case for transfer.
- 4.55 The amount of set up costs can vary to some extent with the size of the stock transfer, but not in all areas. For example, the number of properties transferred will affect the conveyancing costs (as every property needs to be conveyed), but some of this may be done by the Council's own staff. Again, the costs of a ballot will vary with number of tenants (and if consulted, leaseholders) as all those consulted need to be given the consultation material and ballot papers. Consultation costs vary depending on how

difficult it is to get to speak to tenants and whether the Independent Tenant & Leaseholder Adviser’s team does this, or in-house staff are used.

- 4.56 In general, we normally see set up costs ranging between £2.5 million and £5 million in total. The set up costs for a transfer for Hammersmith & Fulham may exceed this figure depending on the amount of detailed work required to achieve a successful ballot outcome and set up a viable transfer organisation. The transfer process for LSVT post 2016 is still unknown and the extent to which the process will change is unknown. For this reason, the Council will need to be prepared for larger costs where necessary.
- 4.57 The valuation of the housing stock is negative and as such there is significantly less opportunity for the new landlord to fund its own proportion of the set up costs. If the Council is intent on achieving its outcomes through a transfer it will need to consider the cost of the transfer as an investment in the future security of the borough.

5. Headline Option – Retention of Hammersmith & Fulham housing stock

Background

- 5.1 In common with all local authorities who owned housing stock at 1 April 2012, the previous Housing Revenue Account (HRA) subsidy system of Government financing of Council housing was replaced by Self-Financing for the HRA. This allows the Council to keep all the rents from its Council housing properties and that income is used to manage, maintain and invest in the homes to ensure that the properties are maintained to at least the Government's Decent Homes Standard.
- 5.2 In return for this freedom, the Council received a one-off debt adjustment under Self-Financing leaving it with debt which it is expected to service and be able to theoretically repay within 30 years if required. Whilst this is the prudent assumption that mirrors housing association business plans, Hammersmith & Fulham Council has an HRA business plan model that can consider whether it can repay its debt if needs be within 40 years as the Council can borrow over up to 50 years from the Public Works Loan Board (PWLB). Councils do not have a specific requirement to pay off their loans within a specified period, but it is prudent to show that this could be done (i.e. that HRA revenue reserves exceed the loan outstanding). The one-off debt redistribution bought the Council out of a system whereby it was receiving an annual subsidy from Central Government.
- 5.3 The Council's housing debt settlement calculated under HRA Self Financing at 1 April 2012 was £254.617 million. This is known as the debt cap, or the maximum borrowing for housing purposes that the Council can carry at any time. At 1 April 2012, the Council was given a cash payment of £197.354 million to reduce its debt theoretically to the calculated HRA settlement figure. The Council's actual borrowing was less than the borrowing notionally used by the Government as part of the calculation meaning that the actual housing debt at that date reduced to £217.381 million. The difference between this figure and the debt cap is £37.236 million which is referred to as "headroom" – i.e. the amount of further borrowing available to the Council should the expenditure required to manage and maintain the properties and service the debt exceed the income from rents and service charges, or to invest in new build properties.
- 5.4 If the headroom is used and the Council reaches its debt cap, it cannot borrow any more to fund housing expenditure until the debt is reduced. To date, the Government have shown that they have no intention of either increasing or removing the debt cap for

Councils, as this would affect public borrowing levels and ultimately lead to an increase in interest rates.

- 5.5 Where the Council reaches its debt cap, then depending on the profile of expenditure required to maintain the stock (determined by the stock condition survey), homes may become non-decent if resources are not available at the time of need. Lack of headroom also constrains any aspirations for new housing development within the HRA. The Council currently owns all of the homes and related assets that are let to its tenants. It also manages and provides services to leaseholders who have purchased their homes over the years under the Right to Buy scheme, but by virtue of the type of property they have purchased cannot normally take on the freehold.

What does retention mean?

- 5.6 The housing stock was previously managed by the Council's Arms Length Management Organisation (ALMO), but since 2011, the Council's Housing Service now manages these homes and assets on including the collection of rents and the management, maintenance and investment in the properties. Responsibility for making final decisions with regard to the properties such as the setting of rents and the level of expenditure provided on those properties has always been with the Council.
- 5.7 "Retention" means that the Council will continue to own the properties. It will also retain the responsibility for maintaining them to the Decent Homes Standard. If the Council chooses to retain all of the properties in the Housing Revenue Account (HRA) it will need to manage the risk of being able to provide the services required by tenants and leaseholders and to maintain them within the resources available to it.
- 5.8 Since April 2012, self-financing for the HRA has allowed the Council to keep the rents that it collects from tenants in order to provide management services and maintain and invest in the homes to the Decent Homes Standard. The Council was given the freedom from the previous HRA subsidy system and is required to manage a level of housing debt which in 2012 was calculated to be manageable and repayable given the expected rental income and assessments of expenditure.
- 5.9 Self-financing transferred the risk of investment in the housing stock and the risk of inflation management to local authorities where previously the HRA subsidy would have been adjusted to take account of inflationary pressures and build cost inflation. In April 2015, the Government guidance capped the increase in rents to the Consumer Price Inflation (CPI) + 1% , rather than Retail Price Inflation (RPI + 0.5%) which assumed the CPI would be 0.5% lower than RPI, and also recommended that Councils did not set rents that would continue to converge to target. Hammersmith & Fulham Council however consulted with its tenants and it was agreed that a mechanism to continue to

move rents towards target in 2015/16 should be implemented to maintain the investment in the homes. Given this change in policy, where expenditure increases in line with RPI and if RPI is greater than CPI by more than 0.5% this places inflationary pressure on the HRA. The debt calculated in self-financing assumed that rental income rises by 0.5% above expenditure to fund the loan.

- 5.10 Further more, in order to meet the Government's target of a reduction in the benefits bill of £12 billion nationally, legislation is to be introduced to require all social landlords including Councils to reduce the annual rent by a real 1% per annum for each of four years from April 2016. The Council has attempted to mitigate expenditure rises by agreeing contract increases in line with CPI only, however the new policy will cut rental income rather than assume it rises by more than costs. This puts an additional burden on the Council in terms of managing its HRA business plan.
- 5.11 With the retention option statutorily, consultation with tenants and/ or a ballot is not necessary. However, this may be desirable if the option to re-establish an ALMO is considered viable.
- 5.12 **Retention does not reflect a “no change” option.** For Hammersmith & Fulham, the option to retain the stock will mean that changes still need to happen in terms of the investment in the stock and the level of services provided as a result of the recent Government announcements affecting Council housing. This will be addressed in the description of the options below.

Retention – The Council's Housing Service continue to manage the housing stock

- 5.13 Closure of H&F Homes Ltd in 2011 involved the functions of management and maintenance of the homes in Hammersmith & Fulham being returned to the direct management of the Council. The ALMO staff and services provided are now within the Council's Housing Department.
- 5.14 All decisions about how the homes are managed, the services provided and the maintenance and investment standards are within the Council's responsibility, in addition to the strategic decision-making responsibilities that have always existed within the Council. The Council undertook an option appraisal in 2010 which included consultation with tenants and leaseholders. The outcome was that “a significant majority of tenants and leaseholders are in favour of the Council's proposal to establish a directly managed Housing and Regeneration Department” [Cabinet Report 10 January 2011].

5.15 The table below sets out a summary of the pros and cons of the option for the Council to retain ownership of the housing stock and provide the housing management via the Housing Service:

Option	Pros	Cons
<p>Housing Service continues – keep housing management function in house</p>	<ul style="list-style-type: none"> • Maintain the benefits of the return of the housing service in-house in 2011 • Council would have total control over housing decision making • Debt write-off is not required • Set up costs are not required. The costs of re-establishing an ALMO in terms of re-organisation of the housing service and relocation of staff are likely to be similar to that of setting up a stock transfer and there would be no capital receipt against which to offset the costs • A ballot of tenants is not required unless the Council wish to offer tenants the option of re-establishing an ALMO • The closure of the ALMO recognised that additional resources available via this route are no longer available and the vehicle had served its purpose. 	<ul style="list-style-type: none"> • Tenant and leaseholder empowerment and influence over decision-making may be adequate but the final decision rests with the Council • Council will need to continue to manage its HRA debt and business plan • Resources available to the Council are restricted by the self-financing debt cap and as such, the properties cannot be maintained to the Decent Homes Standard • A comparable standard of investment for all tenants cannot be achieved which will leave tenants paying similar rents for different standards of property • The Council cannot borrow beyond its Self-financing debt cap to improve the properties it owns • HRA debt will not be written off • HRA self financing will bring challenges in

	<ul style="list-style-type: none"> • Unless there are reductions in levels of service, staff will be largely unaffected in the short term. 	<p>maintaining current levels of service provision especially as a result of the impending rent changes and forced sale of void properties</p> <ul style="list-style-type: none"> • The availability of the land for the use of the community cannot be guaranteed • Housing needs may be lost within the Council’s list of priorities • Development and/or remodelling of estates will be delayed until resources become available • Development in the short term cannot be easily supported as there is no headroom in the HRA to build social housing • Cost sharing opportunities are not available • No “new money” in the form of VAT shelter or cross-subsidy
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Retention – Re- establishing an ALMO to manage the stock

5.16 The Council would retain ownership and ultimate responsibility for all of the stock it currently owns. Re-establishment of an ALMO would involve creating a new provider of management and maintenance services which would operate under a fixed term

management contract. At the end of each contract period, there would be a review of how the service should be provided in future.

5.17 An ALMO is usually run by a Board of Management made up tenants, independent people with professional skills to help run the service and Councillors. The groups often have equal numbers of representatives, but this is not always the case. Tenants have a direct mechanism by which they can influence how their homes are managed, but the decisions relating to the strategic management of the assets remains with the Council.

The role of the ALMO Board includes:

- scrutinising the effectiveness of management company (ALMO);
- monitoring the performance of the ALMO;
- drafting the constitution of the ALMO;
- agreeing the company’s Annual Delivery Plan with the Council;
- approving the budgets;
- agreeing policies and make decisions on financial matters;
- making sure that the ALMO is run lawfully and ethically.

5.18 All other financial decisions such as the rent that will be set and the amount that can be spent on the properties belong with the Council. The Council has the final decision on what actually happens to the assets of the HRA.

5.19 The table below sets out a summary of the pros and cons of the option for the Council to retain ownership of the housing stock and re-establish an ALMO to manage the properties on its behalf:

Option	Pros	Cons
<p>Re-establish an ALMO that manages and maintains stock on a renewable contract</p>	<ul style="list-style-type: none"> • Tenants may have equal representation on the ALMO Board and as such have some control over decision making 	<ul style="list-style-type: none"> • A ballot of tenants would be required to establish an ALMO • The costs of re-establishing an ALMO in terms of re-organisation of the housing service and relocation of staff are likely to be similar to that of setting up a stock transfer and there would be no

	<p>capital receipt against which to offset the costs</p> <ul style="list-style-type: none">• The set up costs would be equivalent to that of setting up a transfer landlord, but without the benefits that would be determined to arise from transfer and without any loss of responsibility for the properties• Council will need to continue to manage its HRA debt and business plan• The Council's decision-making / influence over management would be diluted• Resources available to the Council are restricted by the self-financing debt cap and as such, the properties cannot be maintained to the Decent Homes Standard• HRA self financing will bring challenges in maintaining current levels of service provision especially as a result of the impending rent changes and forced sale of void properties• A comparable standard of investment for all tenants cannot be achieved which will leave tenants paying
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	<p>similar rents for different standards of property</p> <ul style="list-style-type: none"> • The availability of the land for the use of the community cannot be guaranteed • The ALMO cannot borrow to improve the properties it manages • HRA debt will not be written off and the Council retains the risk of managing this debt in future • An ALMO usually exists on a renewable contract, so there is less certainty of continued provision of the service • Development and/or remodelling of estates will be delayed until resources become available • Development in the short term cannot be easily supported as there is no headroom in the HRA to build social housing • Cost sharing opportunities are not available • No “new money” in the form of VAT shelter or cross-subsidy • There are no additional resources available for ALMOs now.
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Retention – Establishing Tenant Management Organisations (TMOs) / Estate Management Boards (EMBs)

- 5.20 The Council could consider retaining its housing stock, but allowing some estates to be run by Tenant Management Organisations (TMOs) or Estate Management Boards (EMBs). A TMO is a means by which Council or housing association tenants and leaseholders can collectively take on responsibility for managing the homes they live in. Those resident members of the TMO create an independent legal body and usually elect a tenant led management committee to run the organisation. The TMO can then enter into a legal management agreement (contract) with the landlord, which would be the Council in Hammersmith & Fulham’s case. The TMO is paid annual management and maintenance allowances in order to carry out the management duties that are delegated to them.
- 5.21 TMOs can take different forms and sizes. Many are tenant management co-operatives, others may take the form of not-for-profit companies. Some TMOs manage just a handful of homes while others manage large estates of two or three thousand properties. The small TMOs may rely mainly on voluntary effort but most employ staff such as housing managers, caretakers and repair workers. The services managed by the TMO vary with local circumstances but may include day-to-day repairs, allocations and lettings, tenancy management, cleaning and caretaking, and rent collection.
- 5.22 The table below sets out a summary of the pros and cons of the option for the Council to retain ownership of the housing stock and establish TMOs to manage stock on some of its estates:

Option	Pros	Cons
<p>Establish TMOs to manage some estates</p>	<ul style="list-style-type: none"> • Management of the specific estates run by the TMO may be managed more efficiently than by the Council as the management organisation is focused on its own estate and not a wider stock area. • On the spot management by a dedicated team with 	<ul style="list-style-type: none"> • A feasibility study would need to be undertaken to determine which estates this would suit. Whilst funding is available for this, it can take a considerable amount of time to do • An offer to tenants and a ballot of tenants on the estates would be required

	<p>local knowledge can lead to quicker more effective management of tenancy issues, better rent collection rates (where undertaken) and faster responses to repairs for those homes.</p> <ul style="list-style-type: none"> • Tenant satisfaction tends to be higher. • TMOs can get more involved community welfare and neighbourhood regeneration increasing community cohesion and inclusion. • TMOs can undertake a stock transfer to a housing association (or group) in future 	<p>to establish a TMO which will incur set up costs which are not required under any other retention option</p> <ul style="list-style-type: none"> • The TMO would need to be assessed for competency to manage • Council will need to continue to manage its HRA debt and business plan • The Council’s decision-making / influence over management would be diluted • Allowances available to the TMO are based on those available to the Council as part of its HRA and therefore are no greater than within the whole HRA • Allowances can be reduced in future • HRA self financing will bring challenges in maintaining current levels of service provision especially as a result of the impending rent changes and forced sale of void properties • Whilst this option may suit some residents of some estates, a comparable standard of investment for all tenants in
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	<p>Hammersmith & Fulham cannot be achieved which will leave tenants paying similar rents for different standards of property</p> <ul style="list-style-type: none"> • The availability of the land for the use of the whole community cannot be guaranteed • HRA debt will not be written off and the Council retains the risk of managing this debt in future • A TMO usually exists on a management contract, so there is less certainty of continued provision of the service • Development In the short term cannot easily be supported as there is no headroom in the HRA to build social housing • Cost sharing opportunities are not available • No “new money” in the form of VAT shelter or cross-subsidy
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5.23 The establishment of TMOs is a costly and time-consuming exercise. The objective of this appraisal is to find a solution that will protect the homes and communities across Hammersmith & Fulham for all of its tenants and residents. The TMO option is attractive for some residents, but would not provide a holistic solution for all tenants within the timescales required to avoid the reduction in investment needed.

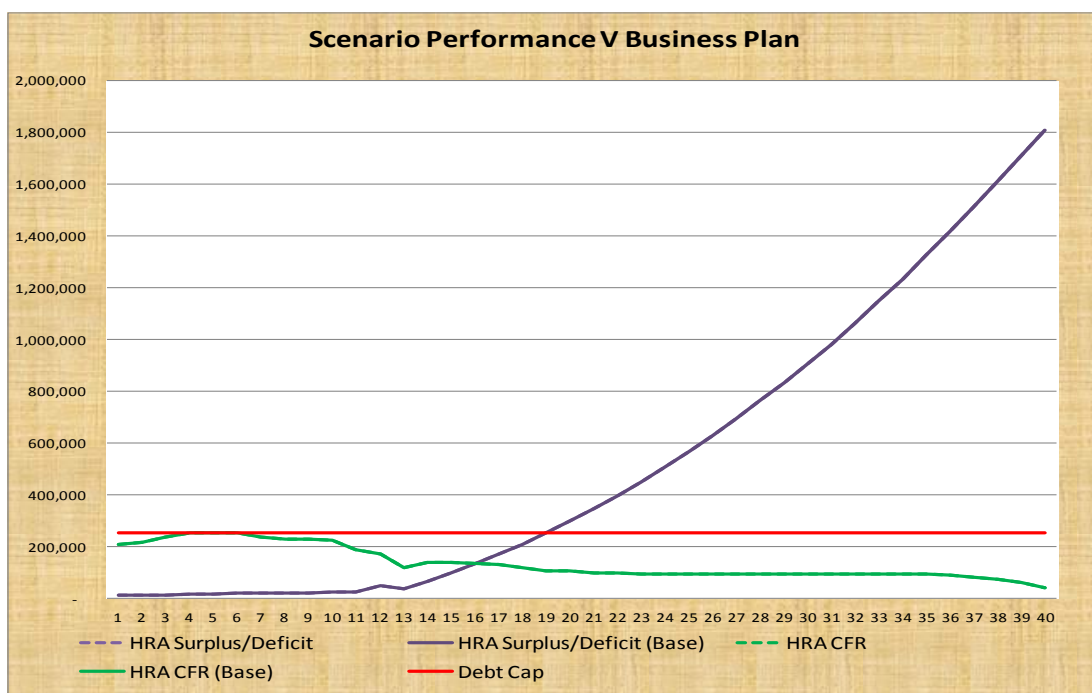
HRA Self-Financing Business Plan

5.24 The HRA self-financing business plan includes the main housing stock of 11,722 properties as at 31 July 2015, the 538 properties on the West Kensington & Gibbs Green estate that are part of the re-development scheme, and an assumption that Edith Summerskill House site will be transferred to the Joint Venture (JV) who will then novate the site to a Registered Provider (RP). The current plan is that the RP will then develop the site out partly using funds granted from the Council in the form of S106 grant and 1-4-1 replacement receipts. The Council will get nomination rights. These 68 properties are therefore excluded from the stock numbers. It also includes the costs and income associated with managing 4,693 leaseholder units. The assumptions used are those set out in section 4 above, with the annual savings. There would be no set up costs associated with this option as this is the service that exists at present.

5.25 The results of modelling a 40 year business plan for the HRA on the basis of the Council’s retention of the stock are set out below and termed R1 and R2 as explained in Section 3 above.

R1 HRA Business Plan Model Outputs

5.26 R1 is the scenario that assumes the current assumptions on expenditure and other income (as the Council’s Housing Service now), but assumes that the rent in future would be based on the former rent guidance, i.e. increasing by CPI + 1% + £1 convergence.



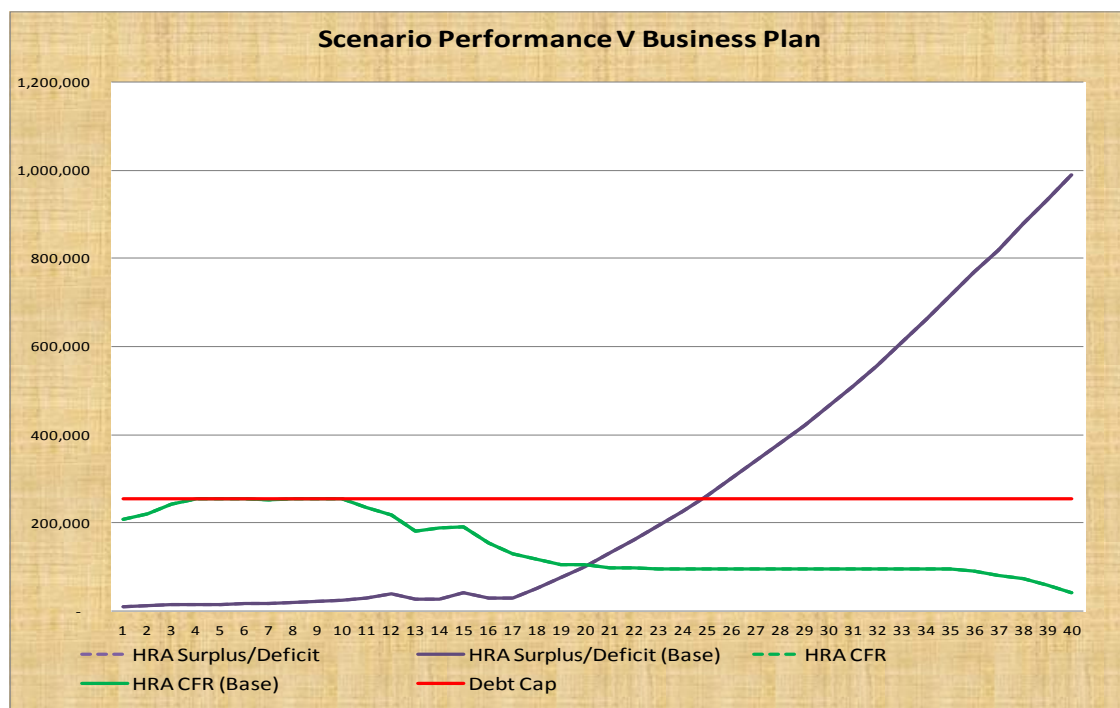
- 5.27 The graph above demonstrates for this scenario that the actual debt that the Council will need to borrow (the green line) reaches the debt cap of £254.617 million in 2018/19. For the two years after that, the investment that the Council would need in the stock at that time exceeds the income available to fund it and the Council cannot borrow any more to do the works. The total works that would not be able to be carried out at the right time would be £8.8 million. Where the red line is above the green line, there is capacity to borrow (also know as “headroom”).
- 5.28 The blue line is the HRA revenue working balances. These can be seen to run along at a low level, just above the agreed minimum working balance level until year 10 of the plan. The West Kensington & Gibbs Green scheme is due to be completed by this time, releasing capital receipts. At that point the balances start to rise and by year 16, the blue line crosses the green line showing that even though there are still outstanding loans (the green line is above zero), the Council does have sufficient cash reserves to pay that debt down if it needed to. The loans in reality are not paid down because they are fixed maturity PWLB loans that fall due for repayment at specific dates.
- 5.29 Appendix C(i) shows the actual figures that are being shown in the graph above and how the shortfall arises. The table below shows when the work could be afforded if the works were pushed back:

Survey Years			Future Major Repairs
			£
1	to	1	
2	to	2	
3	to	3	
4	to	4	-5,258,226
5	to	5	-2,242,929
6	to	6	1,537,814
7	to	7	5,963,341
8	to	8	
9	to	9	
10	to	10	

- 5.30 In summary, before the rent changes were introduced, the HRA business plan was reasonably able to deliver the investment to maintain the stock to a reasonable standard going forwards together with the West Kensington & Gibbs Green scheme at the same time, but would still have needed to delay some works for a couple of years.

R2 HRA Business Plan Model Outputs

5.31 R2 is the scenario that assumes the current assumptions on expenditure and other income (as the Council’ Housing Service now), but assumes that the rent in future would be based on the 8th July 2015 Budget rent guidance (which will become legislation this time), instigating a 1% real reduction in rents from April 2016 for four years and then returning to assumed increases of CPI + 1% + £1 to convergence to target.



5.32 The graph above demonstrates for this scenario that the actual debt that the Council will need to borrow (the green line) reaches the debt cap of £254.617 million in 2018/19 and stays there for seven years. This is the point at which the West Kensington & Gibbs Green scheme then starts to provide capital receipts from the disposal of vacant properties not taken up by leaseholders.

5.33 During that seven year period, the investment that the Council would need to put into the stock at that time to maintain the stock to a reasonable standard exceeds the income available to fund it and the Council cannot borrow any more to do the works. The total works that would not be able to be carried out at the right time would now be £67.5 million. The additional shortfall in the works that can be done arises simply from the reduction in rents from April 2016.

5.34 The blue line is the HRA revenue working balances. These can be seen to run along at a low level now until year 15 and which from 2018/19 for five years is below the agreed minimum working balance level. The West Kensington & Gibbs Green scheme is still due to be complete by year 10 but the rent reduction has worsened the situation. Post year 16, the balances start to rise and by year 20 now, the blue line crosses the green line showing that even though there are still outstanding loans (the green line is above zero), the Council does have sufficient cash reserves to pay that debt down if it needed to.

5.35 Appendix C(ii) shows the actual figures that are being shown in the graph above and how the shortfall arises. The table below shows when the work could be afforded if the works were pushed back:

Survey Years			Future Major Repairs
			£
1	to	1	
2	to	2	
3	to	3	
4	to	4	-17,881,653
5	to	5	-10,563,977
6	to	6	-7,380,228
7	to	7	1,752,154
8	to	8	-1,402,894
9	to	9	-10,813,826
10	to	10	-7,958,568
11	to	15	54,248,992
16	to	20	0
21	to	25	
26	to	30	
31	to	35	
36	to	40	

5.36 Whereas in the case of R1, the pushback of the works was over a period of two years, which is unlikely to cause any decline in the properties or major increase in day-to-day responsive repairs or increased numbers of voids, the profile would show that works required in year 4 (2018/19) may not be completed until year 15. This figure is heavily reliant on receiving capital receipts from the West Kensington and Gibbs Green scheme at the expected time and delays would cause the figure to rise. It is also based on the minimum level of investment to maintain the stock to a reasonable standard and therefore delaying work to this extent is likely to lead to properties becoming non-decent and/or long term void with little prospect of being able to let to even to sell vacant properties especially if the works required are structural and the properties are in blocks.

5.37 Any increase in void rates arising would result in further losses of income and an increase in revenue repairs costs without making the investment in replacing the

relevant element, e.g. a roof, will leave even less resources available to fund the works. The effect of this at this time has not been modelled, but it can be seen that if there are less funds available, then the shortfall will rise further and thus cause work to be pushed back even further and compounding the problem.

- 5.38 The Council has high blocks and non-traditional concrete structures that are reaching an age whereby remedial action is needed. The specialist survey included in the table as “exceptional extensive works” shows that this work needs to start by 2017/18. This problem is not uncommon and is being seen by a number of Councils who have this type of construction in their stock. To delay these works would put those properties at risk of becoming long term voids and in significant numbers. If this work is not to be delayed, then works to maintain the Decent Homes Standard would have to be delayed leading to non-decency. There are insufficient resources at the right time to deliver all of the investment needed.
- 5.39 If transfer is chosen as an option to take forwards, the detailed implications of the shortfall in investment will form part of the business case put forward to support debt write-off. The implications of not doing the work will also need to be included to see how the problem impacts on the stock.
- 5.40 It can be seen that the effect of the rent reduction is so significant, that the HRA business plan cannot support the minimum amount of investment to maintain the stock to a reasonable standard, let alone a higher standard, so the additional standards have not been modelled in this report. In addition, there are no longer additional funds available to ALMOs to deliver works, and which taken together with the fact that the Council took the decision in 2011 to close the ALMO to save money, means there is no merit in modelling an ALMO option. Such an option would only show a worse position.
- 5.41 As referred to in 5.36 above, the model also assumes that the plans for the redevelopment of West Kensington and Gibbs Green estates under the land sale to Capco, are achievable in line with the assumptions made. These assumptions are that:
- Leaseholder properties and other RP properties required to be bought back from owners to redevelop the area can be bought at the estimated values;
 - That the properties can be purchased at the right time and that the vendor can be re-housed without delays;
 - That the funding from Capco, which is cash received in advance of a land transfer, is available;
 - The replacement homes not taken up by leaseholders and freeholders are available for sale in year 10 and can produce the level of sales receipts estimated;

- There is no slippage in the currently predicted timescales for the redevelopment of the site and therefore the capital receipts are realisable within the expected timescales in the HRA to fund the required investment whilst the Council is at its debt cap and unable to borrow.
- The compensation and replacement home deal for residents is as set out in the draft contracts appended to the Land Sale Agreement.

5.42 There a number of factors that at this time are either unquantifiable or cannot be quantified with reasonable certainty that would increase the pressure on the HRA retention business plan. The following areas will need to be monitored and future modelling would need to reflect any changes:

- Models assume the Council resumes movement to target rent post budget cuts and CPI+1% + £1 rent rises following the pre-budget assumptions– there is no certainty that this will be possible and there is no clarity yet beyond the four year rent cut. Rents may only be able to rise by CPI only;
- The effect of forced void sales is not included and as the details of the scheme have not yet been announced by the Government, any estimates of the possible receipts this may generate for the Council and the Government cannot be relied upon. An early exercise based on an analysis of the Council’s stock portfolio at April 2015 and suggested assumptions of what might be included show that 33% of properties in Hammersmith & Fulham fall under the expensive voids category. The rate at which they become void and sellable depends on whether a 12 or 53 month trend is applied. If these two scenarios are applied to the portfolio (using an average value) to project receipts over the next five years, it might raise £279 million resulting from an estimated 536 sales (12 month trend) or £300 million resulting from an estimated 574 sales (53 month trend) respectively. However, at present we have no estimate of how much of this would be retained by the Council or how it could affect the HRA;
- The effect that increasing rents for high earners may have is not included – this may increase either the void turnover, or the Right to Buy sales, or nothing at all. The additional rental earned is paid over to the Government;
- There are cost pressures on the buy-back of properties within the WK/GG scheme – as the time moves on, the market values of properties begin bought back are increasing;

- West Kensington and Gibbs Green realisable receipts are assumed from 2017/18 – this is still to be confirmed and if delayed would extend the borrowing need and would further delay the investment required;
- It would be advisable to have additional headroom to protect the Council against up to a 2 year delay in the West Kensington and Gibbs Green realisable receipts – all of the headroom is used during the first 10 years so the HRA business plan is at risk if the call off of land transfers by the buyer is delayed and investment will be further delayed.

5.43 The Council's HRA is in a position whereby the costs of managing and maintaining the stock will keep flowing whilst the regeneration work is happening at the same time. The two investment requirements are applying pressure to the business plan at the same time. The regeneration work is committed and therefore a first call on the HRA resources and the additional imposition of rent reductions from April 2016 leaves the Council with some very difficult decisions to make.

6. **Headline Option – Large Scale Voluntary Transfer (LSVT) of the main housing stock**

What is a Large Scale Voluntary Transfer?

- 6.1 A Large Scale Voluntary Transfer (LSVT) (also known as housing stock transfer) involves a Council transferring ownership of its homes with the agreement of its tenants to a new or existing Registered Provider (RP). Transferring the ownership of the homes, means transferring the risks and responsibilities for management and maintenance of the properties and relieves the Council of its liability for housing debt.
- 6.2 The key features of an LSVT are:
- Transferring tenants are offered benefits such as rent guarantees, stock investment programmes and rights as assured tenants equivalent to those they enjoy as secure tenants;
 - Transfer organisations' funding is provided by the private sector (banks and/or capital markets) and does not count for public expenditure purposes. They can borrow to invest in homes, neighbourhoods, services and new development;
 - Transfer can only take place if tenants agree at a ballot. If tenants vote "no" transfer cannot proceed;
 - Resident representatives make up at least a third of the board of an LSVT landlord and under some models that can extend to an outright resident majority.
- 6.3 The majority of stock transfers involve the sale of the whole of a Council's stock and subsequent closure of the Council's Housing Revenue Account (HRA) with any HRA reserves at closure being transferred to the General Fund rather than the new landlord. It is also possible to transfer smaller parcels of stock, individual estates for example – this is known as a partial stock transfer. However, unless there are less than 50 properties remaining with the Council, then the HRA must remain open and the HRA reserves would not be available to the General Fund. Transfers of less than 500 homes are known as Small Scale Voluntary Transfer (SSVT) and are subject to different rules.
- 6.4 In Hammersmith & Fulham's case, there are 538 properties on the West Kensington and Gibbs Green estates which are part of the Earls Court redevelopment scheme. As a result of the land sale, legal advice says that the properties in this scheme would not be able to transfer as part of a stock transfer undertaken before the scheme is completed. This means that the Council must therefore keep its HRA open and retain a proportion of debt relating to these homes. It would also not be able to close the HRA and transfer HRA balances to the General Fund. The Council is still free to decide who manages the

538 homes, which may be the transfer landlord acting as agent for the Council. On completion of the Earls Court scheme, it should be possible to transfer the remaining homes to a housing association landlord and close the HRA once this is done.

- 6.5 Stock transfers began around 25 years ago and to date there have been around 180 whole stock transfers and numerous partial transfers. 2010/11 saw the first transfers where a Council had an existing ALMO managing the stock, and virtually all transfers since then have involved ALMO transfers with the ALMO converting to an RP. Previously transfers were from Councils that had managed the housing via a traditional Council Housing Service. 2011/12 saw Rochdale Boroughwide Homes (an existing ALMO) become the first Mutual housing company, which has a governance structure that includes employees in its membership.
- 6.6 Following the issue of a new post self-financing Housing Transfer Manual in November 2013, the first three authorities have completed stock transfer under the new rules in Spring 2015 (Durham, Gloucester and Salford).
- 6.7 In order to achieve a stock transfer a Council would need:
- To identify a landlord able to purchase the stock to transfer at an agreed valuation;
 - Where the agreed valuation is less than the HRA debt, make a business case to the Government for financial support to write off the remaining debt and obtain a place on the Disposals Programme;
 - Obtain a positive ballot of tenants in favour of transfer to the new landlord;
 - Draw up a contract with the new landlord containing all of the terms of the transfer;
 - Obtain Secretary of State's permission for the transfer;
 - Complete transfer of ownership of the homes and associated assets.
- 6.8 The Government has traditionally approved an annual Disposals Programme for LSVT's, which has included a budget for debt write-off. The current programme is for transfers completing by 31 March 2016. The Government is also consulting with the sector with regard to the level of a programme post 2016 that might be required and in June 2015, Councils with an interest in stock transfer were asked to make contact with DCLG. Officers from Hammersmith & Fulham, together with a representative from Capita attended a meeting with DCLG and the GLA to inform them of the stock option appraisal which had already commenced to register an interest in a possible stock transfer. Other Councils have also registered an interest with DCLG.
- 6.9 At the time of writing, there is a Spending Review being undertaken by the Government and the outcome of this with respect to support funding for transfers post March 2016

is unknown. However, the process appears to be mirroring that in 2013 which resulted in the approval of a programme for disposals in 2015 and 2016.

What is the financial mechanism for LSVT?

- 6.10 Using Hammersmith & Fulham as an example, as at 1 April 2015, the Council currently has housing debt of £205.302 million, which is £49.315 million less than the debt cap. It is estimated that at the start of 2017/18, which is the earliest date a transfer could take place, the HRA business plan indicates that following some repayments of loans as they mature, the HRA debt would be £220 million made up of £190 million of loans and £30 million of internal borrowing with the Council to support the purchase of properties to deliver the scheme on the West Kensington & Gibbs Green estates.
- 6.11 If the Council was able to transfer all of its housing stock, the value of housing debt attributable at April 2017 to that stock would be £220 million, i.e. its actual loan liability rather than its debt cap. However, if the Council keeps some of the stock, then the Council would need to calculate a sum of debt that it would keep in respect of those properties it does not transfer. Early estimates of this are around £12 million. In the event of a decision to proceed with a business case for transfer, there may also need to be a discussion around the treatment of the internal loan with Council and how this is managed. For the purposes of this example, we would assume that the housing debt at point of transfer relating to the transfer stock is £220 million - £12 million = £208 million.
- 6.12 The housing stock to be subject to transfer is valued at what is known as the Tenanted Market Value (TMV), which is a Net Present Value (NPV) calculation based on 30 future years of income and expenditure cashflows that may be assumed to arise from the properties in the HRA that would be expected to transfer. The net cashflows arising are discounted at a relevant rate (usually 6% - 7%) to give a transfer value or purchase price that a new landlord would be prepared to pay for the housing stock on the day of transfer to take over the ownership. This value assumes that the new landlord will receive the expected future rents and service charges from the tenants and using this money can afford to service and repay a loan (usually within 30 years) which would fund the initial purchase of the stock, together with the cost of the estimated management, maintenance and required investment to maintain at least the Decent Homes Standard at the time it is needed in the properties for at least 30 years. Whilst we use 30 years of cashflows for the calculation of the purchase price (a standard mechanism), the transfer business plan model looks at income and expenditure over the full 40 years.

6.13 The TMV is affected by the size and profile of income and expenditure. Increases in expenditure push the valuation down, as does the need for proportionately higher levels of expenditure compared to income in the early years. The key elements of the calculation are:

- Rental income and service charges;
- Management and service costs;
- Day-to-day repairs costs;
- Investment required to achieve and maintain the Decent Homes Standard (per a stock condition survey).

This method of valuation is the accepted calculation in the Housing Transfer Manual. A NPV calculation does not take account of future inflation nor interest rates.

6.14 Having calculated a TMV (or new landlord's purchase price), that figure is compared to the expected value of housing debt attributable to the transfer stock at the date of transfer (e.g. £208 million in our example above). Where the purchase price is less than the value of HRA debt, the Council would need to make a business case for Government support in the form of Overhanging Debt (OHD) grant in order to pay off all of its housing debt on transfer.

6.15 The landlord's payment for the stock would need to be used by the Council to pay down part of the debt, and the OHD would be used to pay off the remaining debt and associated early repayment debt premia. Where OHD is required, the transfer would not result in a capital receipt for the Council as a direct result of the sale, but would leave the Council free of housing debt.

6.16 Where a TMV exceeds the value of attributable debt at transfer (and associated debt premia), the Council would still be required to use the new landlord's payment to pay off its housing debt and any surplus capital receipt would be retained by the Council, but may be subject to a Government levy.

6.17 In most cases, as a result of the self-financing debt allocation which was also based on a NPV of 30 years of net cashflows in 2012, the attributable housing debt will exceed the TMV of the stock and OHD will be required. This occurs for a number of reasons, but primarily because:

- a) RP's cannot recover VAT on expenditure in the same way as a Council can. The cost of irrecoverable VAT in a TMV results in a lower value. The self-financing valuation used to calculate the debt allocated assumed that VAT is not a cost;

- b) Councils considering transfer are often at or close to their debt cap and have no resources to pay down any debt;
- c) The self-financing valuation assumed that expenditure to maintain the Decent Homes Standard would be incurred on an equal annual basis, where as in reality the expenditure arises in lifecycles. Where expenditure needs occur earlier and at a higher level than an annual average, the TMV calculated will be lower than the self-financing valuation;
- d) Rents in the self-financing valuation were expected to rise by RPI + 0.5% + convergence to target. We now know that this has changed with the ability to converge being removed from April 2015, and a real rent reduction of 1% per annum for four years from April 2016. The rental income expected therefore in future is significantly less than the self-financing value and therefore will give a lower TMV.

Over-Hanging Debt Grant (“OHD”)

- 6.18 Over Hanging Debt grant is a cost to the Government of covering any remaining housing debt that the Council would have on transfer over and above the purchase price of the housing stock, together with the cost of early repayment debt premia.
- 6.19 In transfers prior to the introduction of the Housing Transfer Manual 2013, OHD was provided by the Government without strict comparison to the level of future benefits that transfer could deliver. This was largely due to the fact that the housing debt that a Council held prior to self-financing was historic and bore no relation to the future income and expenditure from the stock. Some Councils were totally housing debt free at transfer and would receive a capital receipt, others had high levels of debt and needed grant funding.
- 6.20 Transfers taking place in 2014-15 and 2015-16 have had to demonstrate using a cost/benefit analysis as part of a full business case, that where OHD grant support is needed a stock transfer will result in benefits that cannot be achieved if the stock remains in the HRA. The monetised value of these benefits must exceed the cost of the debt written off using OHD and the debt premia. If OHD is granted, then there is an expectation that this will be the maximum amount to which the Government will be exposed. Pressure is exerted on the value of Government support required and so the gap between the value of housing debt and the purchase price must be minimised. The grant to write off debt can be seen as a benefit to the Council in that it is receiving

national support directly into the local area, which it would not have otherwise been entitled to.

Business Case Required For Transfer

6.21 Where OHD is required, an application to the GLA will need to be submitted before formal consultation can take place with tenants. The application consists of a full business case for transfer to include:

- **the Strategic Case covering drivers for change, with strong emphasis on macro benefits**, for example – how many new homes can be built? Can decency be maintained? Can new employment be achieved? Can new forms of governance drive out efficiencies? Will tenants have a greater say in the management of their homes? How will housing demand be addressed?
- **the Economic Case covering the financial position which monetises the benefits shown in the strategic case to demonstrate the benefit to cost case** – this considers the cost of debt required for write off to the monetary benefits that have been identified as part of the Strategic Case. The approach to this exercise is described in the following section on the benefits of transfer to the Government;
- **the Commercial Case covering indicative fundability of the transfer, asset management, delivery risks and landlord selection** – the transfer business plan will include indicative funding based on the rates that funding advisers expect to be available (with a level of prudence at this stage). This will provide an estimate of the level of funding facility that the transfer would require. Potential transferees are expected to have undertaken some soft market testing with funding institutes to gain evidence of expressions of interest to support a transfer in the event of a successful ballot. This provides evidence that the plan is fundable, but does not commit either the transferee or any funder to any deal. In terms of asset management, the business case will need to show that it is based on a recent stock condition survey (warrantable for transfer purposes) and that the work identified in the survey is deliverable within the plan. The choice of landlord is important for two reasons which are not necessarily inclusive: transfer to an existing landlord may sometimes offer opportunities for savings in set up costs, but may not ultimately achieve a positive tenant vote, nor the level of tenant involvement in decision making desired. In the case of transferring ALMO's it has been shown that the existing company can be converted to an RP as efficiently as transferring to an existing landlord and is usually the option that best meets the tenants' choice. Either way, the Government expect to see that tenants have been involved in the choice of preferred landlord as part of the Commercial Case;

- **the Financial Case covering the specific costs of the proposed transfer.** Criteria include demonstrating that the transfer value has been maximised and any debt write-off requirements minimised;
- **the Management Case covering the timely delivery of the transfer project.**

Is Stock Transfer still an option?

6.21 At the time of writing, stock transfer is still an option open to Councils and there is a Housing Transfer Manual the covers the period up to 31 March 2016. In 2012, it was suggested that the introduction of self-financing would spell the end of stock transfer as the HRA debt write off seen in the past, may not necessarily be a “given” in future. However, in Autumn 2012, DCLG indicated that it was prepared to enter into dialogue with a small number of local authorities (six) regarding stock transfer as a possible option. The criteria for transfer at that point had not been developed and existing guidance needed to be reviewed and replaced. Before any new guidance in the form of a Transfer Manual could be issued, it required a consultation process with professional advisers. Key members of Capita’s LSVT financial advisory team were included in this process.

6.22 Following a longer than expected period of consultation, the new Housing Transfer Manual was issued in November 2013 and the three remaining Councils still considering transfer at that time were asked to submit business cases to be considered for permission to ballot the tenants. The Councils who were involved had worked throughout the summer of 2013 on the presumption that there would be an opportunity to submit a bid and carried out work towards this at risk. Bids were submitted in January 2014, with three positive decisions for permission to ballot tenants being issued in April and May 2014. Following positive ballot outcomes, all three transfers completed during March and April 2015.

6.23 There were new initiatives and considerations included in these business cases which included:

- a proportion of the VAT shelter being taken in to increase the purchase price (and reduce debt write off);
- new build development in the transfer business plan to deliver benefits;
- invest to save initiatives;
- a cost/benefit analysis of the benefits arising from transfer compared to the cost of debt write off;

- repayment of market debt and market premia (not previously redeemed);
- commercial decisions in place pre ballot.

6.24 There is a legal requirement for tenants to be balloted as part of the consultation process for LSVT. A Council that requires debt write-off cannot proceed to ballot its tenants without the permission of DCLG. For a ballot to be successful there needs to be a majority of the tenants who vote to be in favour of transfer (this is not the same as a simple majority of tenants). DCLG have the final say in whether a transfer can actually take place and it is more persuasive if a Council can show that more than 50% of the tenants as a whole are indeed in favour. A positive ballot outcome is essential if transfer is the chosen option, otherwise the costs of the consultation and the preparation for transfer would be wasted and the Council would still need to work out how it would manage the HRA in future within its resources.

Opportunities arising from transfer

6.25 Stock transfer has the ability to bring new money into the borough. It can also create new methods of delivering services that are currently provided by the Council. Transfer can also lever in funding from other partners as match funding. It can also bring in employment through the additional resources that can be spent. This does not necessarily mean that a transfer would be able to invest in a higher standard, but rather that it may be an option which would avoid cuts.

VAT Shelter

6.26 A VAT Shelter is a legal HMRC approved mechanism by which a registered provider (private not local authority) purchasing stock through stock transfer can recover VAT on the costs of its investment in the housing stock, where otherwise they could not. The VAT shelter is something that only arises from the transfer of existing housing stock from a Council to a landlord under LSVT and would not occur under any other option.

6.27 A local authority has a special VAT status in relation to the income it receives from renting social homes and is able to fully recover VAT on expenditure relating to the management and maintenance of those homes. A housing association however, whilst it has the same rental income, does not have the special status and its income is exempt from VAT. As such this restricts the recovery of the VAT it incurs on its expenditure. Non-employee costs are 20% higher than the Council would incur. The valuation of the stock for transfer initially assumes that the VAT is a cost, and thus is lower than it would have been otherwise. If, by some mechanism, the new landlord is then able to recover VAT it assumed it could not, then that VAT is a saving which is viewed as income. The

VAT Shelter is such a mechanism that has been developed for LSVTs and income arising is known as “VAT shelter savings”.

6.28 VAT shelter savings can be generated for up to 15 years from transfer and are based on the amount of capital investment required in the stock over that period. Given that Hammersmith & Fulham have over 11,500 homes, the VAT arising will be substantial, particularly as the expenditure required is predominantly in the early years. Traditionally, the VAT arising after transfer under the shelter has been shared between the new landlord and the Council. This is shared in a number of ways depending on the underlying financial issues in the transfer. The VAT shelter is often used to cover off liabilities that come to light during due diligence work. The most recent transfers have for the first time been required by DCLG to include a share of the VAT shelter income in the valuation to increase the purchase price paid by the new landlord upfront, thus reducing the cost of debt write-off to the Government. This has still left a minimum of 50% of the VAT shelter savings to be used by either or both parties and this is agreed locally.

6.29 In Hammersmith & Fulham’s case, if the current minimum investment profile to maintain the stock to a reasonable standard in the stock is assumed, then over 15 years there would be around £86.7 million available from the VAT shelter at 2017/18 prices. A substantial amount of this will be needed to support the valuation and business plan but there could be around 25% left to be shared or used to cover liabilities. VAT shelter in recent transfers has been used to:

- Cover Council set up costs;
- Cover pension fund deficits arising as a result of transfer;
- Address environmental land and property issues such as asbestos and contaminated land;
- Improve the offer to tenants;
- Support the transfer business plan and thus reduce the amount borrowed, or ease pressures on the plan to allow banks to lend at more preferential rates.

6.30 The VAT savings arising are usually deemed by the auditors to be capital income in the hands of a local authority. This means that if the Council has projects of a capital nature it wishes invest in, with stock transfer it will have capital receipts from the VAT shelter to spend. An alternative that can be used if the Council has revenue issues to address is to allow the new landlord to use the VAT shelter to provide and fund services for the Council e.g. homelessness service, at lower or no cost to the Council. The VAT shelter is then being used to indirectly make revenue savings for the Council’s General Fund.

Cost Sharing Groups

- 6.31 Businesses and organisations looking for cost efficiencies often work with others to share costs and resources. Under UK law many of these arrangements result in VAT being charged between the participants. This is not a problem for those participants who can reclaim the VAT on those arrangements but it is an issue for those organisations which are unable to recover the VAT in full. This includes housing associations, certain charities, universities, banks and insurance companies.
- 6.31 A VAT exemption, known as the Cost Sharing Exemption ('CSE'), was introduced in the UK on 17 July 2012. For businesses making exempt supplies (such as financial services and insurance firms, housing associations and universities) as well as organisations with non-business activities (such as some charities), it will enable them to reduce their irrecoverable VAT cost.
- 6.32 The exemption applies when two or more organisations (whether businesses or otherwise) with exempt and/or non-business activities join together on a co-operative basis to form a separate, independent entity, a cost sharing group (CSG), to supply themselves with certain services at cost and exempt from VAT. As a result a 'cooperative self-supply' arrangement (a term the EU Commission use) is created.
- 6.33 The CSG is a separate taxable person from that of its members. It is therefore able to make supplies for VAT purposes to its members. These supplies will be exempt if the relevant conditions are met. This type of arrangement enables the creation of the same economies of scale for smaller businesses and organisations as larger businesses and organisations naturally enjoy. Thus the more members of a CSG there are the greater the potential savings and lower the costs per member of operating the relevant CSG.
- 6.34 The cost sharing exemption applies only in very specific circumstances and will not cover all shared service arrangements. The exemption only applies to the supply of services and not to the supply of goods unless they are part of the service supplied. The opportunity to form Cost Sharing Groups has not been widely taken up since its introduction in 2012, and if this opportunity is to be taken up, we would recommend that specific tax advice is obtained from a VAT consultant.

Income from Right to Buy Sales

- 6.35 The Council is currently able to keep a proportion of its Right to Buy (RTB) sales proceeds to invest in its stock and to compensate the HRA for the loss of future expected net income, and after a certain number of sales it may generate funds to part fund new development of homes. Despite the ability to retain a fair proportion of the

sales receipts, there is still a proportion of those proceeds that is pooled and paid over to the Government. Once funds are generated for replacement homes (known as 1-4-1 replacement receipts), these can only count as 30% of a development cost and so the Council would still need to borrow to fund the balance or give the money to a housing association to develop. If it cannot use the receipts, then they would be returned to the national pot meaning a loss to the local area.

- 6.36 After transfer, existing tenants retain a Preserved Right to Buy (new tenants would currently get the Right to Acquire). Under new housing transfer rules introduced post self-financing, the new transfer landlord is able to keep all of the proceeds from Preserved Right to Buy sales – no element is pooled, no element is shared with the Council, but after allowing for a compensatory amount for the business plan, the remainder would be ring-fenced for new build. If the funds for replacement cannot be used by the landlord, only then would they be required to be returned to the Government. There is also currently no requirement to match fund the receipts for new build but the provision of new social housing without further borrowing is almost impossible as a result of the discounts given. Under a transfer contract, the Council could require the new landlord to pass the receipts on to another local landlord if repayment was likely. This ensures that 100% of the income from RTB sales remains locally. The Council cannot do that within the HRA.
- 6.37 The Right to Buy is being extended to all housing associations and at the time of writing the details of the policy are still being negotiated with the housing sector. Whilst with a new stock transfer association, the existing tenants would have the Right any way, it is uncertain as to how the proceeds will need to be used in future and whether stock transfer landlords will be affected by the changes.

Cross-Subsidy

- 6.38 If the housing stock is transferred into a group of housing associations, there is an opportunity for cross-subsidisation from other members of the group to provide funds towards projects in Hammersmith & Fulham. A group may be able to use the value in its existing assets (asset cover) to support additional borrowing or bond finance for members of the group.
- 6.39 This is subject to the financial structure of each particular group and would need to be considered critically if this option was chosen. For example, stock transfer housing associations from around 2007 - 2009, that benefited from gap funding agreements with the Government to assist their transfer, or those that have not yet reached their peak debt (the full drawdown of their bank facility), may find it difficult to raise additional funds in this way as the assets will be required to support their own funding

facility. In addition, the recent announcement of the cut in rental income over the next four years will seriously restrict existing associations' ability to fund projects.

- 6.40 Cross-subsidy works both ways and the assets of Hammersmith & Fulham may be used in future schemes to support borrowing for project of another member of the group. However, one thing is certain - cross-subsidy is not an option available to either of the retention options through the HRA.

Land Transfers

- 6.41 There may be opportunities for the Council to support a transfer business plan that can deliver regeneration and redevelopment through the inclusion of additional land in the deal. Elsewhere this has been considered as a contribution to the transfer to achieve better value for money than the HRA, but each case would be measured on its own merits.

Mutualism

- 6.42 March 2012 saw the completion of a stock transfer from Rochdale Council to Rochdale Boroughwide Housing which became the UK's first tenant and employee co-owned mutual landlord. Being a Member of the new mutual association provides a brand new way in which tenants and employees can contribute to the success of the association and its communities by working together for the benefit of all. Membership gives tenants and employees a voice with the right to receive information, have representation on and stand for election to the Representative Body. It also gives a vote to have a real influence on how the association is run.
- 6.43 The Mutual model was seen as adopting the Coalition Government's principles of the "Big Society". The new Mutual RBH operates in a way that engages tenants and employees to take real decisions on what the priorities are for their tenants and how the society will be run to achieve these.
- 6.44 A Mutual organisation is best set up as a stand alone organisation. If the Council is minded to consider a transfer to such an organisation, then it should seek legal advice as to whether a subsidiary of a group could adopt Mutual principles without the parent being a Mutual. Whilst previous legal advice in 2012 did not rule out the possibility of a Mutual being a subsidiary within a group structure, it indicated that this would be difficult to set up and manage given the decision-making role that the parent company would ultimately have. This has potential conflicts of interest within the concept of Mutualism.

Sale of High Value Voids

6.45 DCLG are currently consulting with Councils about the implementation of a policy which is designed to provide financial support to housing associations to compensate them for the loss of properties arising from the extension of the Right to Buy as discussed above. The policy originally suggested that Councils (only not housing associations) would be forced to sell their higher valued properties as they become void and the proceeds should be used to fund housing association re-provision. The full details of how this will work have not yet been announced, but from a consultation seminar it seems that this may be based on:

- A formula driven sum to be paid over to the Government;
- The cash sum would need to be paid regardless of whether the houses were sold - so Councils would have a choice on how to fund the payments;
- The formula would take into account sizes of properties and values;
- Some stock such as larger (5-6 bed properties), sheltered stock, rural stock, new build may be exempt;
- The Council will be able to keep receipts to cover conveyancing and debt costs;
- The funds will be paid into a national pot not a regional pot;
- There may be annual reviews.

The period of time over how long this will last is unclear.

6.46 Depending on the date of implementation of the scheme, it is highly likely that prior to any transfer in 2017/18, Hammersmith & Fulham will be affected by this policy given the property values that it experiences and will start to lose housing stock. Some Councils elsewhere in the country will be affected to a lesser extent. The current policy as proposed does not extend the requirement to housing associations to sell voids, but that does not mean that the Government will not seek to force new stock transfer organisation to adopt the policy.

“Pay to Stay”

6.47 A further policy that is to be implemented involves the charging of at or near market rent to those households in social rented accommodation that are deemed to be higher income households. This policy would see “households” (where that term is not yet fully defined) that earn £40,000 or over in London and £30,000 or over elsewhere, charged a higher rent than the social rent they currently pay. The proposal as it stands is that for Councils, the additional income that is raised will be paid over to the government so the HRA will not benefit from the income; for housing associations, they will be able to retain the income to provide funds for replacement homes. During the consultation

seminar, it was suggested that Councils may be able to lobby to keep the market rents. Whilst this policy at present brings no benefit for the retention option, it may be argued that at least in a transfer option, the income is retained locally for use rather than being used nationally. This would bring more local benefits that could be used to support the cost of debt write off.

6.48 The following is still to be determined:

- What is a “household” – whose income will be counted? Tenancy holder, or beyond?
- How will the income level be determined and by whom? – HMRC?
- If HMRC records are used, how will the tax year tie in with the rent year?
- How often would a person’s income be reviewed?
- Who will cover the bad debt that might arise? – 100% of the extra income may be required to be paid over even if it is not collected.
- Administration costs of the system.
- Will this increase the void rate if people choose to move out rather than pay market rent – and thereby increase the number of voids available to sell?
- Will this increase the Right to Buy sales? – people choose to pay a mortgage if they have to pay a higher rent (might as well own as rent).
- Whether there will be tiered system so that it is not an automatic jump from social rent to market rent on a single salary trigger.

The Detailed Stock Transfer Options

Main stock transfer – to a new stand alone company

6.49 This option would involve setting up a new housing company made up of the majority of existing Council Housing Service (which was formed on the closure of the ALMO), The new company would be formed as Registered Provider (RP) which would then on transfer date take ownership of the main housing stock which excludes the 538 properties in the West Kensington and Gibbs Green scheme and be able to invest in the properties. The new company would be stand alone and not-for-profit and would usually operate under charitable rules in order to take advantage of the VAT Shelter Scheme. The RP would need to be registered by the Homes and Communities Agency (HCA) for regulatory purposes.

6.50 The majority of existing staff employed by the Housing Service would transfer to the new company (TUPE) and possibly some employees of the Council that provide housing services centrally. An exercise to determine how the corporate services within the Council’s General Fund might be affected has been carried out as part of this appraisal.

As this option requires the Council to maintain a retained HRA to manage the 538 remaining properties, the Council will need to keep a small number of staff to manage the retained service and maintain the HRA business plan. On a day-to-day basis it may choose to buy in the management and maintenance services from the new landlord or an alternative Registered Provider.

- 6.51 The Council would no longer own the main housing stock and related assets such as garages and shops on the estates, the new housing association would own the properties. All decisions with regard to ownership, management, maintenance and investment in the land and property transferred would be the responsibility of a Board of Members of the new company. The Board need not be structured as equal numbers of members within the groups (Tenants (with Leaseholder representation if desired) / Councillors / Independents), but often initially it is easier to set up an equal proportion of voting. Some boards have more tenant representatives than the other categories, others may feel that having more Independents on the Board gives a better commercial edge. The make-up of a board can change over time. In the UK's only Mutual housing association, employees are also represented in the decision making process and all tenants have the right to become Members of the Mutual and can choose the level of involvement that they have in the running of the company.
- 6.52 As a stand-alone company that only owns Hammersmith & Fulham stock, then all decisions made and resources are dedicated to that stock and the Board have full control over what happens on the estates. There is no group structure to fit into with set policies that could be applied to these properties.
- 6.53 Performance standards would be those of the existing service at least, which may be developed as part of the structuring of the new company, rather than those existing in another housing association. However, there are fewer opportunities to make savings from economies of scale and to rely on the borrowing capacity of a group. The Cost Sharing Group may be an option however to allow a stand-alone company to achieve some economies of scale without being part of a group in terms of the ownership of the homes.
- 6.54 The number of strategic partners in Hammersmith & Fulham would be increased under this option. The new stand alone landlord would also be an additional company which could form a member of a Cost Sharing Group. The transfer option to a stand-alone new company maximises the involvement of tenants and leaseholders in how the homes are managed. It does not however deliver the maximum access to other sources of borrowing or funding.

6.55 The table below sets out a summary of the pros and cons of the option for the Council to transfer ownership of the housing stock to a new stand alone housing association:

Option	Pros	Cons
<p>New stand alone RP – e.g. set up a new housing company from the current housing service</p>	<ul style="list-style-type: none"> • Members of the Board would have complete control over what happens on these estates. Control over decision making is strengthened as Council no longer owns stock and all decisions transfer to the new RP • Tenant representation on the Board could be increased subject to agreement • A stand alone RP for 11,600 units is likely to be financially viable having sufficient stock to be able to deliver economies of scale whilst being a comfortable enough level of stock for a single operator to manage • Registration would be fairly simple concentrating mainly on financial viability and governance and the existing performance of a housing service that has previously had 	<ul style="list-style-type: none"> • A new stand alone RP is unlikely to have any cash reserves with which to support additional investment in the stock. Recent stock transfers have included HRA debt write off by the Government, but only to support a level of investment in the housing stock to the Decent Homes Standard. Without additional Government support to achieve a standard above the level of investment to maintain the stock to a reasonable standard as advised by Savills, such a standard could not be achieved without additional resources from for example reserves, the Council or the VAT shelter • The economies of scale achievable may not be as great as those that could potentially be achieved by joining an existing provider and sharing management and back-office costs • There would be no

	<p>ALMO experience</p> <ul style="list-style-type: none"> • Less disruption to staff during transition to a LSVT than moving to an existing housing association, so service standards can be maintained • Tenants are familiar with Council staff managing their stock. A ballot is easier to sell to the tenants and leaseholders as they feel they are voting for what they already have, particularly if they are satisfied with the service they get • All of the recent large stock transfers have been to a single new RP (albeit these all involved ALMOs) • Financing options are not affected by banking relationships or funding structures that would exist within an established RP • Value for money considerations can be potentially mitigated via a Cost Sharing Group • Current service standards could be maintained or 	<p>opportunity for cross-subsidy support from other, areas of the country (assuming an existing RP has a diverse client base)</p> <ul style="list-style-type: none"> • Council membership on the Board could reduce be less than a third subject to agreement. • Set up costs would higher than those for the conversion of an existing ALMO to RP. The key costs for set up would be accommodation and IT systems which the Council may be able to provide assistance with.
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improved. Whilst joining another provider may provide additional investment support, it may compromise the service standard. This could adversely affect a ballot result

- Decisions and investment of resources would relate to Hammersmith & Fulham properties only – there would be no issues of cross-subsidy to other areas of the country for example, e.g. taking advantage of the more higher property prices in the borough to fund less affluent areas
- Possible capital receipt available (or VAT shelter savings) against which to offset set up costs
- Council will only need to manage the HRA debt in relation to the West Kensington and Gibbs Green scheme properties in future
- Borrowing to fund new build (or VAT shelter income) would be available if the business plan can

demonstrate that it can be supported. This may lever in additional Government funding

- This is likely to provide the fastest route to transfer as tenant consultation groups are in place, new group structures are not required and registration considerations would relate to the new business only and not the impact on an existing association's business plan
- Best option for set up of a Mutual organisation and inclusion of employees in the running of the business

Main stock transfer – form a new group and create two subsidiaries

6.56 Initially, this option would involve setting up a new housing company made up of the majority of the existing Council Housing Service in the same way as described above for the stand alone new RP option. Rather than stand alone, the company could form a group with an existing stand alone RP. The group would also need a Parent Company establishing which would be non-registered with the Regulator and would not be stock-owning. An example is the Stockton ALMO, Tristar, which joined Housing Hartlepool to form a new group on transfer of the Stockton stock in 2011 and has subsequently recently become part of an even larger group of five housing associations following further mergers in the North East.

- 6.57 Both the new housing company and the existing RP would be subsidiaries of the new group. Each would be managed by a Board of Management. The Boards' roles are to direct the work of their subsidiary including determining strategic direction, delivering the Management Agreement between the subsidiary and the group and approving policies and overall expenditure. The two organisations would retain their own distinct identities and continue to operate as separate organisations with their own homes, working within local communities.
- 6.58 The day-to-day running of the companies would be delegated to a single Executive Management Team (shared management team reduces costs of having two sets of management). Members of the Board of both subsidiaries would be elected to the Group Board which would determine the strategic direction of the group as a whole. A new group of two RP's would be able to share some back office costs and senior management team expenses. Strategically, if there are two RP's in an area, it may make sense to have them jointly managed so that there is a common focus and economies of scale may be achieved in terms of purchasing contracts. There does need to be a good business case for the Board of the existing RP to consider forming a group. There does need to be a "what's in it for our tenants" otherwise there is no point in making a change. This may mean that the existing RP could access more funds for its properties or to share its costs over a wider base.
- 6.59 From Hammersmith & Fulham's point of view, there would be savings to be made through sharing an Executive Management Team, but additional costs in terms of administration of more than one Board. The Council would need to be sure that the RP forming the group has performance standards that meet the expectations of its own tenants and leaseholders so that the Council's performance is not put at risk. In financial terms, joining a group may give access to unused reserves and/ or extra borrowing capacity through the value in the existing RP's properties (to raise bond finance for example).
- 6.60 This option would not increase the number of strategic partners in Hammersmith & Fulham, and as savings are achieved from sharing an Executive team and some back-office functions, there is less scope for making savings in a Cost Sharing Group. The number of Members available to join the CSG is less than that of the stand alone option.
- 6.61 In order to generate reserves or have borrowing capacity in their properties, an RP, in particular one which may have been a LSVT transfer RP originally would have to have completed its major property works that have been promised to its tenants and have reached the peak debt of their funding facility. Headroom to borrow usually occurs once

the company is past its peak debt (often around year 10 after transfer). The risk to the existing RP is that in order to provide finance to support a new transfer, they will have to have their own finance facility reviewed by their funder – this may increase their own borrowing rates depending on when they last refinanced.

- 6.62 The set up costs of a group would be higher than the stand alone option as this would require additional administrative and legal arrangements to be put in place to form the group in addition to those to set up the new company initially. Financially, individual company business plans would be required and a consolidated group business plan. The plans would need to show that the existing RP was no worse off by forming the group. Registration of the new housing company as an RP would require consideration of the performance of the existing RP as well as its own performance and the new governance structures would need to be approved. All business plans would need to be approved.
- 6.63 The transfer option to a new group with two subsidiaries provides a fair level of involvement of tenants and leaseholders in how the homes are managed, but not complete control. The Group Board would have overall strategic control. It delivers some cost savings through shared management and may offer additional borrowing capacity depending on the financial status of the existing RP that the new housing company partners with.
- 6.64 The table below sets out a summary of the pros and cons of the option for the Council to transfer ownership of the housing stock to a new group made up of a new housing company and an existing housing association:

Option	Pros	Cons
Set up new RP and form a group (non-registered parent) with another single RP	<ul style="list-style-type: none"> • Tenant membership on the Board could be increased subject to agreement. • Opportunities for tenant and leaseholder involvement are increased beyond that of the retention options. 	<ul style="list-style-type: none"> • Registration would need to cover both the new RP and the existing RP, but could still rely on existing inspection reports and concentrating mainly on financial viability and governance • Set up costs would be higher than the stand alone option. Both

- 11,600 units is likely to be attractive to an RP of a similar size or smaller looking to increase the size of their business to take advantage of economies of scale
- Savings in senior management and back-office service costs may be achieved
- There may be opportunity for cross-subsidy (assuming an existing RP has a diverse client base)
- A local RP may be prepared to invest more in the stock in order to gain a strategic advantage in London, by increasing their coverage of the City, which may deliver strategic and economic advantages being in the same City (see cons)
- Some disruption to staff during transition to a LSVT, but not extensive, so service standards can be maintained
- Possible capital companies would be already set up, but a new Parent Company and group structure and reporting lines would need to be set up. Business plans for the transfer organisation and the group would need to be prepared, validated and potentially all stock valued for loan purposes
- Financing options may be affected by banking relationships or funding structures that would exist within an established RP. Existing loan arrangements may prevent an RP from taking on a new transfer without renegotiating their funding rates (usually to a higher level) or occasionally re-financing completely to reflect the new risks.
- Current service standards may be maintained or improved. However, joining another provider may provide additional investment support, it may compromise the service standard. This could adversely affect a ballot result.
- Members of the Board may have complete

	<p>receipt available (or VAT shelter savings) against which to offset set up costs</p> <ul style="list-style-type: none"> • Council will only need to manage the HRA debt in relation to the West Kensington and Gibbs Green properties in future • There is a greater ability for Hammersmith & Fulham representatives to retain control over decision making on their estates, than perhaps there would be in a larger group or as part of a larger single RP. • Borrowing to fund new build would be available if the business plan can demonstrate that it can be supported. This may lever in additional Government funding • The existing RP may already have gone through the transfer process previously and as such would be aware of the input required to successfully complete 	<p>control over what happens on these estates, however may not have control over the group decision making</p> <ul style="list-style-type: none"> • Council membership on the Board could be reduced to less than a third subject to agreement. • Care needs to be taken that the group does not become too big that it becomes unmanageable • The existing RP may not have gone through the transfer process previously and as such may not be aware of the input required to successfully complete a transfer • The existing RP’s Board will need to be assured that in moving to a group structure, that there is benefit to them as well as to the new transfer organisation. Economies of scale would need to be shared • More recently, group structures are being “collapsed” in housing associations– a costly operation, if you have only just set one up. • Risk of identity loss if a
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	<p>a transfer</p> <ul style="list-style-type: none"> • The set up of a Mutual organisation may be possible subject to the legal status of the group. 	<p>group structure is collapsed.</p>
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Whole stock transfer – join a group as one of several subsidiaries

- 6.65 Again initially, this option would involve setting up a new housing company made up of the majority of the existing Council Housing Service in the same way as described above for the stand alone new RP option. Rather than stand alone, or set up a new group structure, the company could join an existing RP group as a new subsidiary. An example is New Charter Housing Trust Group (based in Tameside). In 2008, Gedling Homes was formed as a new company to take the housing stock and staff from Gedling BC. The company became a subsidiary of the New Charter Housing Group and has its own Board and representation at Group level. New Charter Housing Group consists of 3 RP's and a building company. The Together Group is another example of a number of LSVT and traditional housing associations being run within one group organisation.
- 6.66 As with the new group option, the new company subsidiary could have its own Board of Management and then would hope to have some representation on the Group Board. The representation on the Group Board would be less than that of a group of two subsidiaries and would depend on the size of the group. There is benefit in joining a larger group – “safety in numbers”. This may particularly be the case if the existing group members have been RP's for some time and the group stock can be used to provide security for borrowing. Many larger groups in the last three years or so, have undertaken bond financing deals using their stock which is at decent homes standard or above and are now simply being maintained on a standard refurbishment programme. They are then using this finance to build new homes. This long term loan finance can also be used to support the group where there are significant pressures on the business plan by scaling back development programmes. Similar savings in management and back office costs would be seen as with the two subsidiary group, although the costs could be spread over a larger stock base. Much would depend on the offer made by the group.

- 6.67 The location of a potential partner group of associations will determine whether the number of strategic partners will increase in Hammersmith & Fulham or not. Similarly, it may not increase the number of Members available to join a Cost Sharing Group. Larger housing association groups may be less tempted to join a CSG as they already consider they minimise costs within their group structure and maintain more control over the service provision by being the employer.
- 6.68 The same principles apply with respect to set up costs and registration considerations as the two-subsiary group. Previous legal advice suggested that the option to set up a Mutual organisation is more difficult as it may require the group to change its constitution to allow this. Further more current legal advice would be required if this option is chosen.
- 6.69 The transfer option to a group with many subsidiaries provides some level of involvement of tenants and leaseholders in how the homes are managed, but a produces further dilution of overall control. The Group Board would have overall strategic control and the members of Hammersmith & Fulham board would have a limited number of representative seats on the Group Board. This option delivers some cost savings through shared management and is likely to offer additional borrowing capacity depending on the financial status of the existing RP and the size and nature of the stock.
- 6.70 The table below sets out a summary of the pros and cons of the option for the Council to transfer ownership of the housing stock to a group made up of Hammersmith & Fulham as a subsidiary in an existing housing association group:

Option	Pros	Cons
<p>Set up new RP and join existing RP group structure as a subsidiary</p>	<ul style="list-style-type: none"> • 11,600 units is likely to be attractive to a group looking to increase the size of their business to take advantage of economies of scale • Opportunities for tenant and leaseholder involvement are increased beyond that of the retention options. 	<ul style="list-style-type: none"> • Hammersmith & Fulham’s identity may be diluted subject to the Group structure. • Registration would need to cover both the new RP and the existing RP, but could still rely on existing inspection reports and concentrating mainly on financial viability and

	<ul style="list-style-type: none"> • Savings in senior management and back-office service costs may be achieved • An existing group may have accrued reserves capable of supporting a higher investment standard than the advised level of investment to maintain the stock to a reasonable standard An existing group may have reserves to help resource set up costs • There may be opportunity for cross-subsidy support from other areas of the country (assuming an existing RP has a diverse client base) • A local RP may be prepared to invest more in the stock in order to gain a strategic advantage in London. RPs from neighbouring authorities may be interested in consolidating stock whilst having a fairly local presence for providing the head office base. • Possible capital receipt available (or VAT shelter savings) against 	<p>governance</p> <ul style="list-style-type: none"> • Set up costs would be higher than the stand alone option, but perhaps less than the new group option. The new subsidiary would need to be set up, but the Parent Company would already exist. However the group structure and reporting lines would need to be amended. Business plans for the transfer organisation and the group would need to be prepared, validated and potentially all stock valued for loan purposes • Financing options may be affected by banking relationships or funding structures that would exist within an established RP group. Existing loan arrangements may prevent a group from taking on a new transfer without renegotiating their funding rates (usually to a higher level) or occasionally re-financing completely to reflect the new risks. • Current service standards may be
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	<p>which to offset set up costs</p> <ul style="list-style-type: none"> • Council will only need to manage the HRA debt in relation to the West Kensington and Gibbs Green properties in future • Tenant membership on the Board could be increased subject to agreement. • There is the ability Hammersmith & Fulham representatives to retain control over decision making on their estates, this is more diluted than being part of a small group, but is more beneficial than being part of a larger single RP. • A group which has undertaken stock transfers in the past will be aware of the level of resources (time as well as money) required to complete a successful stock transfer and ensure the business develops • There is strength in numbers and risk and costs may be shared • Borrowing to fund new build would be available 	<p>maintained or improved. However, joining another provider may provide additional investment support, it may compromise the service standard. This could adversely affect a ballot result</p> <ul style="list-style-type: none"> • Members of the Board of the subsidiary may have complete control over what happens on these estates, however will not have control over the group decision making • Council membership on the Board could be subject to agreement. • The existing group Board will need to be assured that in extending the group structure, that there is benefit to them as well as to the new transfer organisation. Economies of scale would need to be shared but more widely across the whole group • A large group may be perceived as more risky (the bigger they are, the harder they fall) • More recently, group structures are being
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	<p>if the business plan can demonstrate that it can be supported. This may lever in additional Government funding. In certain circumstances access to bond finance over longer term than 30 years may be available to fund affordable housing</p>	<p>“collapsed” in housing associations – a costly operation, if you have only just set one up</p> <ul style="list-style-type: none"> • Risk of an identity loss if a group structure is collapsed • The Mutual model may not be attractive to an existing group • Cost Sharing Groups may not be attractive to an existing group
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Whole stock transfer – transfer stock to existing RP without subsidiaries

6.71 This option would not require the setting up of a new company as a Registered Provider. Ownership of the properties would be transferred to an existing RP as landlord but with no distinct Board of Management of Hammersmith & Fulham stock. The stock would be subsumed into the general stock of the new landlord and there may be only one Board of the company. As an existing RP, it would be likely to be not-for-profit and would usually operate under charitable rules in order to take advantage of the VAT Shelter Scheme. Alternatively, it may have tax losses that can be utilised to take advantage of the VAT savings. The RP would already be registered by the Homes & Communities Agency (HCA). The new landlord may be of any size and may or may not have taken in transfer stock previously. An example of this could be the Sanctuary Housing Association although there may also be others.

6.72 Unlike the previous group options discussed, the former Hammersmith & Fulham Council Housing Service would not be a subsidiary and is unlikely to have its own strategic Board of Management. There may be some opportunity for representation on the Group Board, but this would be subject to the agreement of the existing group. This may also provide issues for existing Council staff whose roles may not be required in the group. There is benefit in joining a larger existing RP. A large group may or may not

introduce a new strategic partner to Hammersmith & Fulham. It is unlikely however, that they would be interested in being a Member of a Cost Sharing Group. Additional savings in management and back office costs could be seen as there is less administration in the non-group structure. Set up costs would be less than the previous options as there is no new company to form. The existing landlord would need a letter of comfort from the Regulator to agree to the transfer of stock, would need to undertake due diligence and prepare a new business plan.

6.73 Tenants and leaseholders could expect some involvement in how their homes are managed, but this would be through arrangements made for the association as a whole. The Mutual Model would not be an option here. The transfer option to a new landlord with no subsidiaries provides the lowest of involvement of tenants and leaseholders in how the homes are managed, with no overall control. It delivers some cost savings through shared management and is likely to offer additional borrowing capacity depending on the financial status of the existing RP and the size and nature of the stock.

6.74 The table below sets out a summary of the pros and cons of the option for the Council to transfer ownership of the housing stock to an existing housing association or group, without setting up a new subsidiary for Hammersmith & Fulham. The stock would be absorbed into the existing portfolio of the existing landlord:

Option	Pros	Cons
Stock is transferred to an existing RP with no defined company (all stock combined)	<ul style="list-style-type: none"> • 11,600 units is likely to be attractive to an RP of a similar size or larger looking to increase the size of their business to take advantage of economies of scale • Savings in senior management and back-office service costs may be achieved • An existing group or association may have accrued reserves 	<ul style="list-style-type: none"> • Hammersmith & Fulham’s identity will be lost • Delivery of the transfer in regard to winning the ballot may be at risk if the stock is completely subsumed within an existing organisation • Registration would need to cover both the new transfer business plan and the existing RP, but could still rely on existing inspection reports and concentrating mainly on

	<p>capable of supporting a higher investment standard in Hammersmith & Fulham</p> <ul style="list-style-type: none"> • There may be opportunity for cross-subsidy support from other, areas of the country (assuming an existing RP has a diverse client base) • A local RP may be prepared to invest more in the stock in order to gain a strategic advantage in London. RP's from neighbouring authorities may be interested in consolidating stock, whilst having a fairly local presence for providing the head office base. • Possible capital receipt available (or VAT shelter savings) against which to offset set up costs • Council will only need to manage the HRA debt in relation to the West Kensington and Gibbs Green properties in future • A group which has 	<p>financial viability and governance</p> <ul style="list-style-type: none"> • Set up costs would be similar to that of the stand alone option. The existing company would be already set up, a new company for the Hammersmith & Fulham housing service business would not be necessary, but business plans for the transfer organisation and the group would need be needed. • Financing options may be affected by banking relationships or funding structures that would exist within an established RP. Existing loan arrangements may prevent an RP from taking on a new transfer without renegotiating their funding rates (usually to a higher level) or occasionally re-financing completely to reflect the new risks. • Current service standards may be maintained or improved. However, joining another provider may provide additional investment support, it may compromise the service standard. In being subsumed into a ready-
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	<p>undertaken stock transfers in the past will be aware of the level of resources (time as well as money) required to complete a successful stock transfer and ensure the business develops</p> <ul style="list-style-type: none"> • There is strength in numbers and risk and costs may be shared • Borrowing to fund new build would be available if the business plan can demonstrate that it can be supported. This may lever in additional Government funding 	<p>made company, then it is likely that the existing company policies and procedures will prevail and the this could adversely affect a ballot result</p> <ul style="list-style-type: none"> • Hammersmith & Fulham representatives will have a minimal representation on the Board, Councillors are unlikely to have any • The existing RP Board will need to be assured that in expanding the company, that there is benefit to them as well as to the new transfer organisation. • A large RP may be perceived as more risky (the bigger they are, the harder they fall) • The Mutual Model is not an option
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Partial stock transfer – transfer individual estates to new landlords

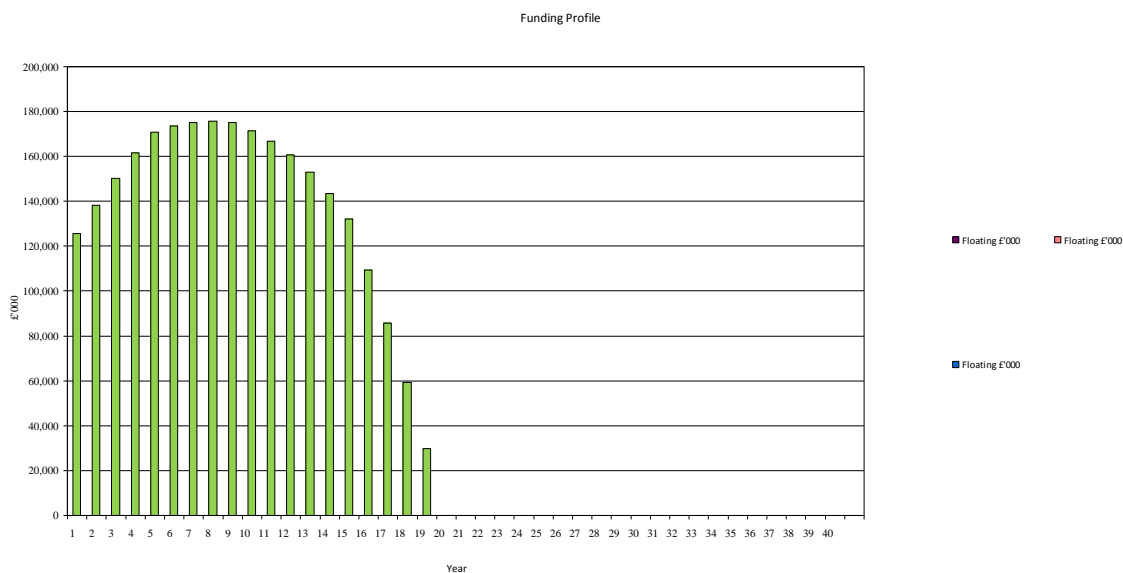
6.75 This option would only really be considered if there were certain estates that would benefit from transfer and would leave the Council’s HRA in a better position as a result of the loss if the stock. From our initial discussions with officers at the Council, the intention is to protect the assets for the whole of the community rather than certain area. There were no obvious estates identified for transfer rather than the main stock. This option therefore has not been considered any further at this time.

Housing Stock Transfer Valuation and Business Plan Outputs

- 6.76 The stock transfer valuation and business plan includes the main housing stock of 11,722 properties as at 31 July 2015. The 538 properties on the West Kensington & Gibbs Green estate that are part of the re-development scheme are included in a retained HRA that the Council would need to maintain after transfer. The business plans also include the costs and income associated with managing 4,693 leaseholder units. The valuation (or purchase price) does not need to include the leaseholder properties as these are not sold, the management responsibility is passed over. The assumptions used are those set out in section 4 above, with the annual savings.
- 6.77 The results of modelling a 40 year business plan for the HRA on the basis of the Council's retention of the stock are set out below and termed T1, T2, T3 and T4 as explained in Section 3 above. The models are shown on the assumption of a stand alone new company only. As can be seen from the pros and cons of the various structures above, the savings to be had from group structures may be outweighed by the additional set up costs. If a group structure is preferred, then there will need to be a bidding process for existing landlords and this may drive out efficiencies but these cannot be modelled with accuracy at this stage.

T1 Valuation and Business Plan Model Outputs

- 6.78 T1 is the scenario that assumes the current assumptions on expenditure and other income (as the Council housing service now), but assumes that the rent in future would be based on the former rent guidance, i.e. increasing by CPI + 1% + £1 convergence. It essentially replicates R1 for the HRA as if it were a stock transfer organisation from April 2015, but includes the Savills survey from year 1 and includes the cost of VAT where it is deemed irrecoverable. A 50% VAT shelter is assumed.
- 6.79 The valuation, or the amount a new landlord might be expected to pay, based on the Tenanted Market Value (TMV) at April 2015 for T1 is **£110.123 million**. On that basis and with some fixed interest funding would show that the landlord would need to borrow a maximum of £176 million by the 8th year after transfer. Given the strength of the income cashflows compared to the expenditure required, the loans could be repaid by year 20. A borrowing facility of that level would require up to three banks to work as a syndicate to provide the funding.
- 6.80 This means that all of the works required to maintain the 11,722 properties in the main stock could be completed at the right time. The homes would maintain the Decent Homes Standard and all structural works required as a minimum to protect them could be completed. The borrowing and repayment curve is shown below:



6.81 The transfer would be reliant on debt write-off from the Government. The calculation of the amount required would be:

Debt outstanding: £220 million
 Less debt re WK/GG: (£12 million)
 Less purchase price (£110 million)

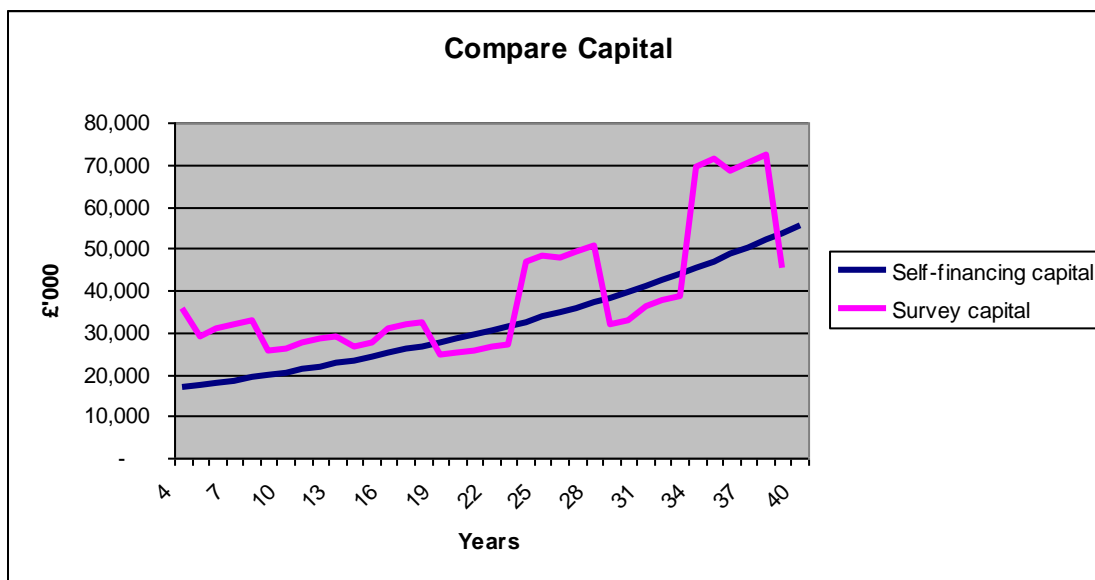
Leaving £98 million plus early debt repayment premia to be paid off by the Government. Monetised benefits to the value of the total debt write off would need to be identified as part of a business case for transfer.

6.82 One of the key differences which gives rise to the difference between the self-financing debt valuation of £254.617 million and the valuation here of £110 million is the cost of VAT on day-to-day management and maintenance and all capital investment costs not subject to the VAT shelter savings. Additional costs such as VAT push the valuation down

6.83 A second contributing factor is the difference in the profiling of capital investment required. The self-financing valuation assumed that other than inflationary rises, the capital spend would be the same amount every year. It did not take into account the profile of works required and the lifecycles of re-occurring work according to that which had been completed by with ALMO funding.

6.84 The graph below shows the self-financing capital investment assumption rising steadily with inflation only (blue line) compared to the recent survey requirement (pink line). Where the pink line is above the blue line more expenditure is required in reality. The

important thing to note is that the pink line is above the blue line in the next few years and higher costs in early years have a larger depressing effect on the valuation (i.e. net present value).



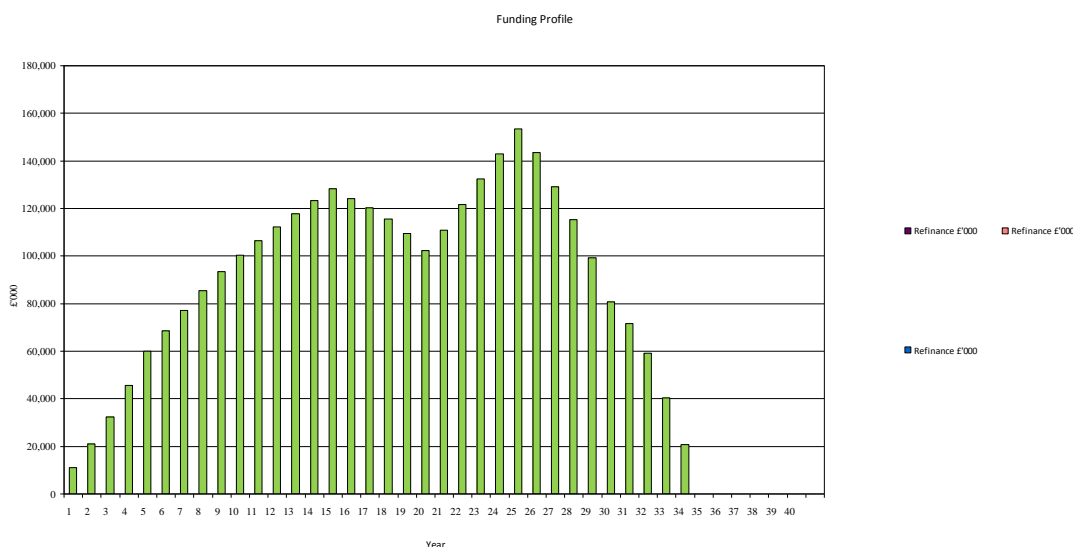
T2 Valuation and Business Plan Model Outputs

6.85 T2 is the scenario that assumes the current assumptions on expenditure and other income (as the Council’s Housing Service now), but assumes that the rent in future would be based on the the new rent reductions announced in the 8 July 2015 Budget. After four years the rents are assumed to rise by CPI + 1% but not converge, so are rising by a lesser amount than the HRA. It essentially replicates R2 for the HRA as if it were a stock transfer organisation from April 2015, but includes the Savills survey from year 1 and includes the cost of VAT where it is deemed irrecoverable. It has a 50% VAT shelter included in it.

6.86 The valuation, or the amount a new landlord might be expected to pay, based on the Tenanted Market Value (TMV) at April 2015 for T2 is no longer a positive figure – the valuation is **minus £29.963 million**. This means that the income cashflows over 30 years do not exceed the expenditure cashflows and so in reality a landlord might be expected to receive a grant to take this stock on, rather than pay for it. The effect of assuming a four year rent reduction is to reduce the valuation of the stock on a TMV basis from £110 million to minus £30 million, so a movement of £140 million in total.

6.87 Around 10 years ago, the Government supported negative transfer valuations with “gap funding” in addition to overhanging debt write-off. This has not been available for some time. T2’s business plan assumes that the new landlord will not make payment for the

stock, but will not receive any assistance towards the pressure on the business plan of the negative cashflows. On that basis and with some fixed interest funding it shows that the landlord would need to borrow a maximum of £155 million by the 25th year after transfer. The loan could not be repaid until year 35 which is beyond the typical pay back period for most banks. A borrowing facility of that level would require up to three banks to work as a syndicate to provide the funding.

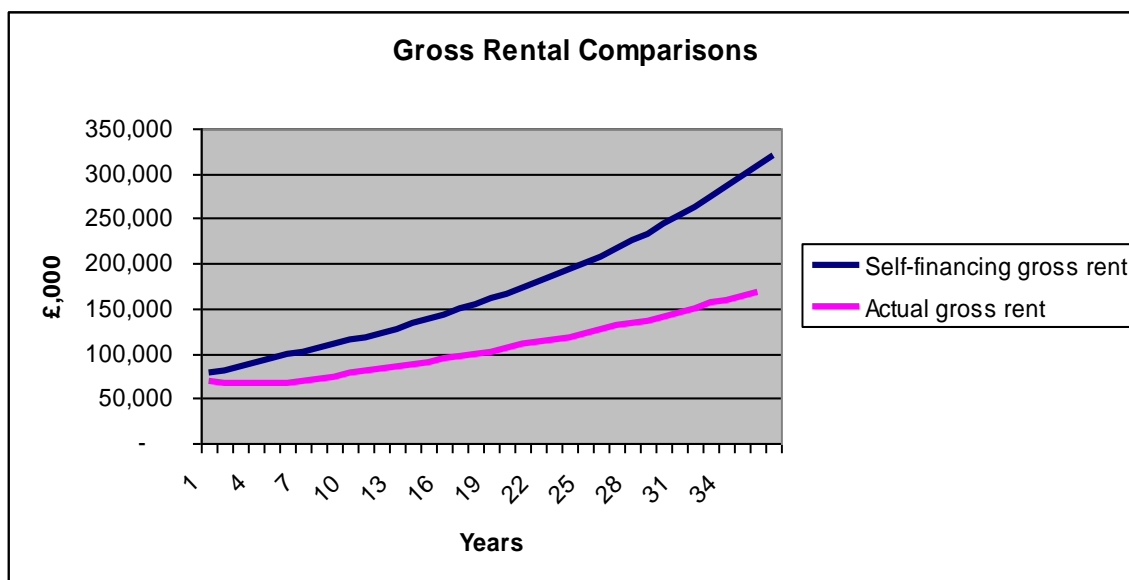


6.88 The transfer would be reliant on debt write-off from the Government. The calculation of the amount required would be:

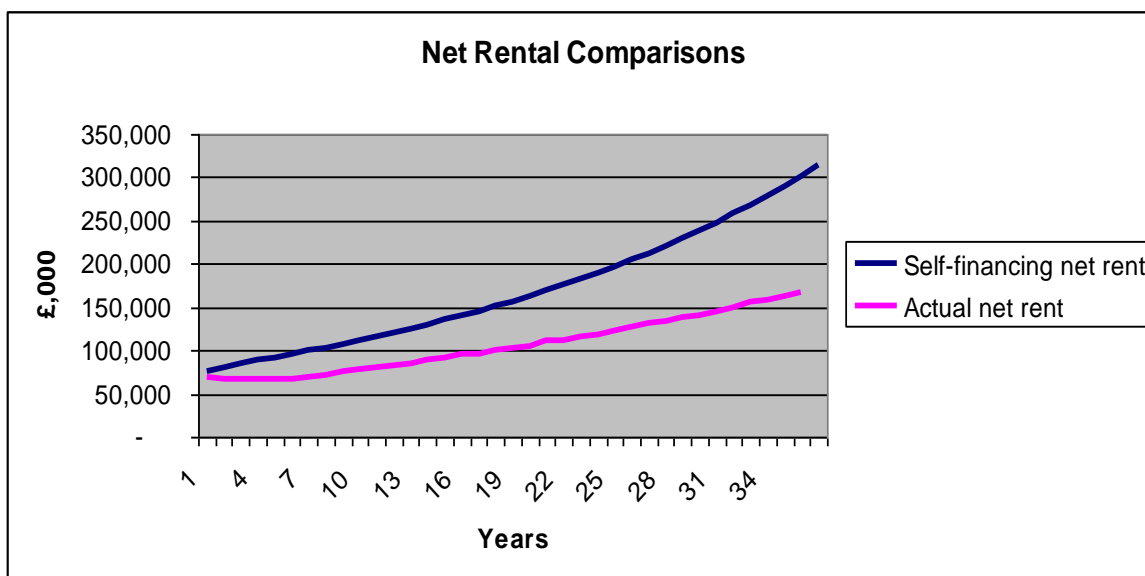
Debt outstanding: £220 million
 Less debt re WK/GG: (£12 million)
 Less purchase price nil

Leaving £208 million plus early debt repayment premia to be paid off by the Government. Monetarised benefits to the value of the total debt write off would need to be identified as part of a business case for transfer.

6.89 Here we now have the combination of VAT, a different capital investment profile and rents that are less than the self-financing assumption. The graph below shows the rental income expected in the self-financing valuation (blue line) compared to the current expected rent levels (pink line):



6.90 The net rental difference graph below shows how this is made worse by the assumption that the void and bad debt loss would be 2% in total in the self-financing valuation, whereas the policies of welfare reform introduced mean that the Council predicts total losses from voids and bad debts of 6.3% per annum.

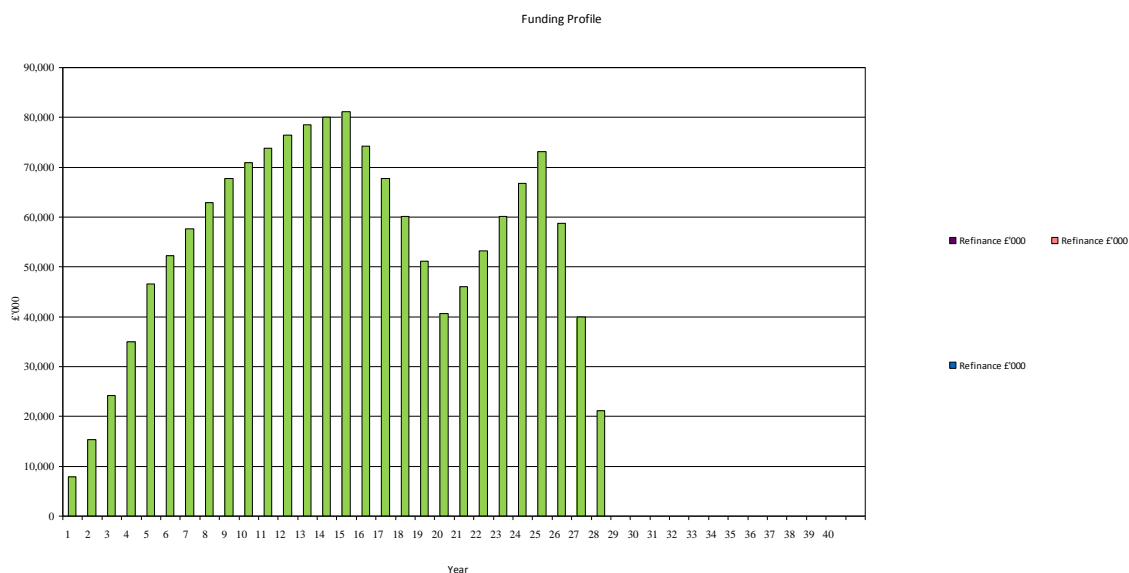


T3 Valuation and Business Plan Model Outputs

6.91 T3 replicates T2, but to see if the business plan repays within 30 years by improving the valuation, it is assumed that 75% of the VAT shelter is used to support the business plan rather than 50%.

6.92 The valuation, or the amount a new landlord might be expected to pay, based on the Tenanted Market Value (TMV) at April 2015 for T3 is still a negative figure – the valuation is **minus £15.38 million**. The addition of more VAT shelter income has

improved the value by £15 million, but it would have a long way to go before becoming positive. On that basis and with some fixed interest funding would show that the landlord would need to borrow a maximum of £82 million by the 15th year after transfer. The loan could be repaid by year 29. A borrowing facility of that level could require one or two banks to provide the funding.



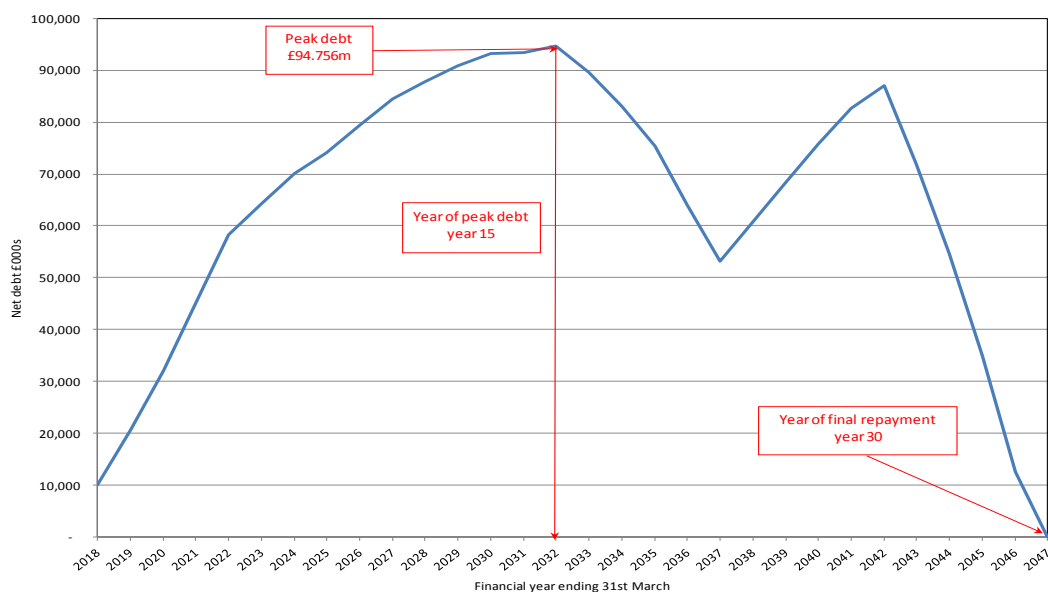
6.93 The debt write off required would be the same as in T2 above at around £208 million plus early debt repayment premia.

T4 Valuation and Business Plan Model Outputs

6.94 T4 takes the assumptions that were modelled in T3 which were based at April 2015 and rolls them forwards by adding inflation to the financial year 2017/18 which is more likely the year in which a transfer would occur. The transfer model contains the main stock of 11,622 properties (11,722 as at July 2015 less an assumed 100 properties sold under RTB in 2 years) and there is a HRA retention model of 538 held tenanted properties/replacement properties that are part of the land sale agreement (see section 7 below). The valuation of the stock needs to be measured in reality as close to the transfer date as possible, as once a deal is done with regard to the payment of any debt write off, then this will not be able to be changed. The calculation at this point is on the most reasonable and relevant assumptions available at this time, but would be honed as part of any transfer application. The business plan includes the existing stock only at this point as any development opportunities would need to be built in separately with additional private funding facilities as part of a business case if transfer is chosen as the option.

- 6.95 The valuation, or the amount a new landlord might be expected to pay, based on the Tenanted Market Value (TMV) at April 2017 for T4 is still a negative figure – the valuation is **minus £16.533 million**. The addition of rolled forward inflation, together with two years of a rent reduction, with a further two more post transfer has increased the negative value slightly. A new landlord would still not be prepared to pay anything for the stock on this basis. Appendix D(i) to D(iii) show the valuation cashflows, net present values and business plan cashflows that are based on the assumptions in this model.
- 6.96 The valuation would vary if the assumptions are changed, but it would only improve if either income is increased (this is capped in reality by constraints on rent increases and service charges only able to recover the cost of the related services); or expenditure is reduced. The valuation assumes the lowest level of investment recommended, so any of the higher standards would push the valuation down further, unless savings could be made in management and maintenance to pay for a higher investment standard.
- 6.97 One variation that can be considered is the discount rate applied. It has been assumed that the cashflows are discounted at 6.5%, which is a value accepted by DCLG for transfer valuations. Reducing the discount rate to 6% would give a valuation of **minus £14.283 million**, so this change contributes very little to the negativity of the value.
- 6.98 The detailed funding assumptions are set out in section 4 above. On the basis of these assumptions, the business plan projects a debt profile which peaks at just under £95m 15 years following transfer and achieves full repayment by the end of year 30 as illustrated in the chart below. The expenditure required to maintain the stock to a reasonable standard could be achieved at the right time even with the reduced rent assumption.
- 6.99 This profile is considered to fall within the bounds of what is likely to be acceptable to lenders, although it would be preferable to do some further work to try to bring the year of peak debt in and smooth the profile if possible. At £95m the requirement is possibly within the reach of a number of lenders in their own right, and certainly for two banks working on a syndicated basis.

T4 Base business plan – debt profile



6.100 The debt write off required would be the same as in T2 above at around £208 million plus early debt repayment premia. Indications of the cost of debt premia at this time are £72.5 million on £192 million of debt redemption.

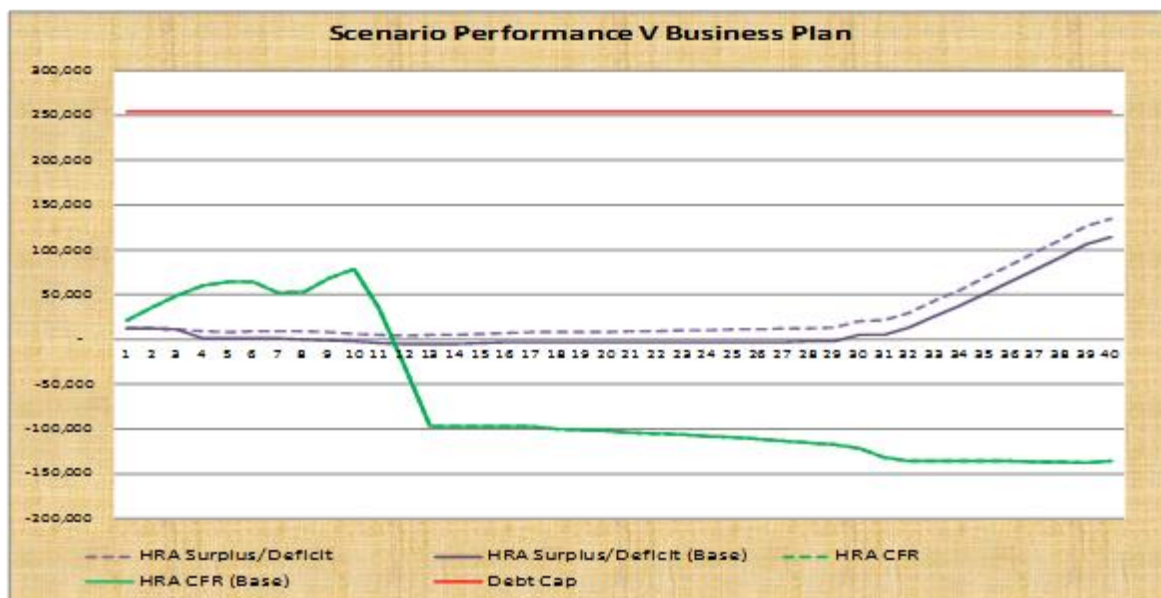
Sensitivities

- 6.101 The debt profile produced by the base business plan is driven by the assumptions built into the plan, and the profile will be affected by changes in actual conditions that differ from the assumptions made. Given the very long term covered by the business plan, and the unpredictable nature of many of the factors about which assumptions have to be made, it should be evident that many differences and changes are likely to occur, all which will have potential implications for the organisation's ability to service and repay the debt that it will need to raise to deliver its business plan and the promises made to tenants.
- 6.102 The approach taken in constructing the business plan is to seek to ensure that the assumptions made are robust enough to ensure that the organisation will have a reasonable chance of being able to work within them. There can, however, be no guarantees of this being the case, and it is important for the board of the new landlord to establish a sound understanding of the business plan and the key factors affecting this, identify the key areas of risk to which it is exposed, and in due course formulate systems for monitoring such risks, and strategies for mediating any adverse changes that do occur.

- 6.103 A key tool in establishing such understanding, and identifying and quantifying the risks to which the business is exposed, is sensitivity and stress testing. This entails flexing the assumptions built into the plan so as to identify the potential impact of changes on the organisation's debt requirement. To some extent the sensitivities run at this stage reflect an artificial position, in that they assume that the changes in assumptions run throughout the life of the plan, and that no mitigating action is taken. In practice changes in economic and operating conditions are more likely to be cyclical in nature, and of course the organisation would seek to take action to offset adverse changes as and when these arise. As the model is developed and progress is made toward transfer, further more sophisticated testing will be undertaken, including stress testing based on 'multivariate' analysis identifying the potential impact of changes in a number of different factors, this now being a standard requirement of the HCA as the regulator for social housing providers.
- 6.104 The sensitivities run at this early stage, are however useful in highlighting the key vulnerabilities of the plan. Appendix E provides a table showing the results of a series of standard sensitivities run by Capita on the business plan model. The results of the testing show that the model is reasonably robust under many of the scenarios run, but that the debt requirement does become unviable in some scenarios, i.e. the level of debt continues to escalate throughout the plan, and it is never possible to repay debt. Similar patterns are shown by all new transfer plans.
- 6.105 As might be expected, the most damaging sensitivities are those where the relationship between income and expenditure is disturbed either by income falling below, or expenditure increasing above, expected levels. This can result from:
- Future rent increases being lower than expected (as would be the case if rent policy is not allowed to revert to CPI+1% following the Budget reduction period)
 - A widening gap between CPI and RPI in a position where costs are driven by RPI and rents by CPI
 - Management and repair and maintenance costs being either higher than expected and/or suffering higher rates of increases than rents
- 6.106 The sensitivities do, however, also indicate the potential scope that the organisation will have for managing its position if necessary, by seeking efficiencies and economies in its management and maintenance costs. The organisation would need to monitor its costs and income on an ongoing basis and exercise control over these, so as to ensure that it can operate within the limits of the loan facilities put into place.

7 Headline Option – LSVT – Retained stock business plan

- 7.1 As discussed in section 3.1 above, if the Council decides to transfer the housing stock to a new landlord, it will not be able to immediately transfer the properties within the West Kensington & Gibbs Green estates that are part of the re-development scheme with Capco. As there are more than 50 properties, the Council will be required to keep open its HRA account and collect rents and manage and maintain the properties.
- 7.2 A HRA business plan model which contains only these properties with their respective rental income (by specific address no pro-rata to the main stock); the associated investment and maintenance expenditure (as determined by separate stock condition surveys of the properties concerned) and an assumption of management for a reduced HRA has been prepared.
- 7.3 The Council will be required to retain housing debt which is attributable to these properties and manage that debt within its retained HRA. The debt can be calculated on the basis of the individual archetypes of the properties using a DCLG worksheet and this method is accepted as a reasonable estimate of the attributable debt. The debt calculated on this basis is £11.8 million. The HRA business plan produced for the retained stock assumes that this amount of debt is retained and that the associated loans are a pro-rata of the portfolio of loans that the Council has at present.
- 7.4 Any retained HRA must be viable and as well as managing the debt and delivering the required standard of investment, it must also maintain a positive HRA revenue balance, as it is illegal to have negative HRA reserves. The Council will be able to retain the HRA working balances at transfer to support the plan, as the HRA cannot be closed and has assumed that a sufficient level of Major Repairs Reserves could be retained to keep a positive HRA working balance.
- 7.5 The debt cap remains at £254.617 million despite the transfer. However, it would not be possible for the Council to borrow up to that limit in future as it could not afford the interest repayments without income to support the borrowing. If it has transferred all of its land other than these estates then it does not have anywhere to build new properties either.
- 7.6 The business plan outputs show:



- 7.7 The retained HRA model can be seen to be managed with a positive HRA revenue balance (the blue line) to deliver the west Kensington and Gibbs Green scheme and generate capital receipts post year 10. It can be seen by the green line that the scheme requires a high level of borrowing up to year 10 (£79million) but then cash receipts are generated after year 12. This is shown by the green line falling below zero which would appear to be “negative borrowing”. What this means in reality is that capital receipts are being generated, however, capital receipts for the Council can only be used to fund capital spending and not revenue spending. Here the Council is generating capital in future (in the event of a transfer) that it cannot use as its properties do not require any additional investment and it has no room on the land available in the HRA to build.
- 7.8 This partial HRA business plan is actually a part of the full HRA business plan, but we are able to see the effects of the individual cashflows for these properties in isolation. When incorporated in the full HRA retention business plan, the high level of borrowing over the first 10 years required for the West Kensington & Gibbs Green scheme (and in order to generate future capital receipts) is contributing to the Council’s need to borrow up to its debt cap. So within the overall HRA without transfer, this scheme could be affecting the Council’s ability to deliver Decent Homes Standard for all of its properties.
- 7.9 If a stock transfer for the main stock can be made to work and also the retained West Kensington & Gibbs Green HRA can be viable then by separating the stock, both Decent Homes for the main stock and the redevelopment can be achieved without impacting upon each other.
- 7.10 The generation of capital receipts from the scheme post year 10 may be able to be utilised in some way to support the transfer and debt write-off. This would need to be explored further, but there may be options for the Council to:

- Retain more than the calculated attributable debt for the 538 properties if the debt can be repaid later from capital receipts;
- Release capital receipts at a later date to the transfer organisation to support new build;
- Release capital receipts to other organisations to provide new homes.

8 Benefits of Transfer

- 8.1 In the sections above, it has been seen that to achieve a stock transfer, the Council will need to provide a business case that shows that the Government could benefit from writing off the debt for the Council. This was a new requirement introduced post self-financing. The three recent transfers in 2015, were required to under take a cost/benefit analysis to identify benefits from transfer that DCLG economists could place a value on over time.
- 8.2 Typical benefits that were accepted were:

Benefit of Transfer	Saving Generated to Government
Irrecoverable VAT on costs to housing association	Any VAT not reclaimable by an HA is additional revenue to Government over time
Avoidance of long term empty homes (esp blocks of properties)	Tenants are placed in private rented homes if Council cannot maintain social homes – Local Housing Allowance (LHA) for a private rented home > Housing Benefit (HB) for a social rented home. Government save the difference between the two if voids are avoided
New build homes	Moving tenants from private rent to social rent saves Government value of LHA-HB. Government saves from new homes. Benefit calculated based on weekly rent values
Additional jobs / avoid lost jobs	Increased tax revenue / reduced benefits costs / economic impact on local area
Additional apprenticeships	Increased tax revenue / reduced benefits / social welfare increased
Energy efficiency / structural & thermal works (non-traditional build)	More cash in tenants' pockets - positive mental health effect / reduced health costs
Newly arising non-decent homes being able to be brought to decent standard	Avoids private letting costs
Additional investment in the stock / area	More sustainable homes / better neighbourhoods / lower ASB costs
Regeneration of areas	Attraction of investment to areas generates economic benefits from employment and private investment in

	community initiatives / schools
Council includes land in transfer that could be deemed to attract additional private funding for new build	New build benefits as above

8.3 These benefits have not however so far ever had to cover debt write-off relating to an assumed cut in rents. The level of debt write-off relating to the rent cut is estimated to be £110 million (the amount assumed to reduce the valuation to nil rather than minus £16.533 million), with the additional £98 million (excluding debt premia) relating to costs of works that need to be done in the early years rather than on an average basis and irrecoverable VAT. The rent effect will require a conversation with GLA / DCLG as to how the difference in the valuation can be addressed because of this new assumption, separately from benefits to address any other differences.

Other areas to consider to bridge the gap

8.4 The amount of debt-write off is assumed to be around £208 million plus debt premia. To reduce this sum there are several areas that could be considered and have been discussed in detail above:

- Increase the valuation – either by reducing expenditure assumed, or by increasing income
It should be noted that income arises mainly from rents which are controlled by Govt legislation and also that the valuation is minus £16.533 so before the £208 million is reduced, the valuation would need to become positive.
- Assume that the retained HRA can keep more debt than the £11.8 million attributable to the retained stock and still maintain a positive HRA.
- Look to include land in the transfer agreement that GLA/ DCLG agree is a contribution to the valuation.
- Seek to utilise capital receipts post year 12 from the retained HRA to deliver development potential either to the new landlord or other housing associations in the area to deliver wider economic benefits.
- Identify the support of the negative value of £16.533 million as being private investment in the stock.

These areas would need to be explored further if the option of transfer is chosen to be pursued.

9 Funding for Stock Transfers

- 9.1 Large scale voluntary stock transfers have primarily been funded by banks, although a small number of financial institutions have shown interest in providing, and have submitted bids for, funding for the most recent batch of transfers. A number of banks are likely to have a strong appetite for lending to a new stock transfer which is able to present a viable and appropriately robust business plan, although their individual appetites are likely to be limited to around say £90 million. Larger requirements will require the participation of a number of banks, which will reduce the potential competition for funding, but on the basis of banks' expected appetites could probably support a total funding requirement of between £200 million and £300 million.
- 9.2 Loans from the banks are likely to have a maximum maturity of 10 years, which will require the transfer association and its regulator to be prepared to accept an element of refinancing risk. The quantum of funding that could be supported and the competition to provide funding could be increased if institutional investors can be successfully attracted, and certainly in last transfer round two institutional investors bid for participations in transfers alongside bank funding partners, and another submitted a bid as sole funder. The involvement of institutional investors would also extend the maturity period of the available funding, such investors generally seeking longer term investments to match their liabilities. Institutional investors tend to favour index linked loans, and the availability of index linked income streams, such as rents, is attractive to them. However, their appetite for funding will need to be tested in the light of the announcement of rent reductions in the recent Summer Budget.

Procuring funding

- 9.3 The key to procuring funding on the best possible terms will be the generation of the strongest possible competition between potential lenders. The first step in ensuring such competition will be to ensure that the transfer presents an attractive investment opportunity for potential lenders and investors. This will be achieved through the construction of a sound, financially viable and robust business plan incorporating credible assumptions about future cost increases and funding costs and demonstrating a funding requirement which falls within the parameters acceptable to lenders. This will include a peak debt requirement and year within acceptable bounds, the ability to achieve full repayment within 30 years, and to meet appropriate financial covenants.
- 9.4 The business plan and funding model will form the core of a funding prospectus which funding advisers will prepare for agreement by Hammersmith & Fulham and distribution to potential lenders. The prospectus will provide potential lenders with all of the details that they require to consider lending to Hammersmith & Fulham and will present the

organisation in the best possible light. The prospectus will set out clearly Hammersmith & Fulham's expectations of its lending partners and also a timetable for the submission of proposals and completion of the funding exercise.

- 9.5 The prospectus will be distributed to all potential lenders and investors known to have a genuine and active interest in providing funding for stock transfer. Recipients of the prospectus will be invited to visit Hammersmith & Fulham to meet members of the senior executive team and possibly board members, and to view a selected sample of the transferring stock. They will also be encouraged to ask any additional questions and request any additional information that they may require and is not covered by the prospectus.
- 9.6 Lenders will be invited to submit written bids in accordance with the identified timetable. Written bids will be fully analysed and assessed so as to identify their respective costs and benefits, and a presentation of the analysis made to Board members. Depending upon the number of bids received, either all lenders or a selected shortlist will be invited to attend interview by either the Board or an appropriately constituted funding panel. At the interviews lenders will be given the opportunity to expand on their proposals and answer any questions that members have in relation to them, and to make any improvements that they may be able to make. Following the interviews, a preferred lender will be selected, and detailed Heads of Terms negotiated for agreement and signature by Hammersmith & Fulham. The Heads of Terms will form the basis for the formulation and negotiation of detailed loan agreements, which will be completed in time for funds to be drawn upon the day set for transfer.

Treasury management

- 9.7 Funding costs are likely to represent one of the largest single elements of expenditure within Hammersmith & Fulham's business plan.
- 9.8 In the absence of any action by Hammersmith & Fulham, loans from the banks will run on a variable rate basis, linked to LIBOR. LIBOR is set for short term periods, typically of either 3, 6 or 12 months, and the rate payable by Hammersmith & Fulham under such loans would therefore be subject to change on a continual basis. Because the level of LIBOR in future years is uncertain, lenders will require that reasonably conservative assumptions are made about the level of LIBOR in future years. This in turn will impact upon the debt repayment profile generated by the business plan, pushing peak debt up and the date of final repayment out. Hammersmith & Fulham will, however, have the option to lock into fixed rates of interest on the whole, or just part of their loans. Such loans convey certainty of cost at rates inside the assumptions that are likely to be

acceptable to lenders on variable rate loans, and therefore improve the projected debt profile.

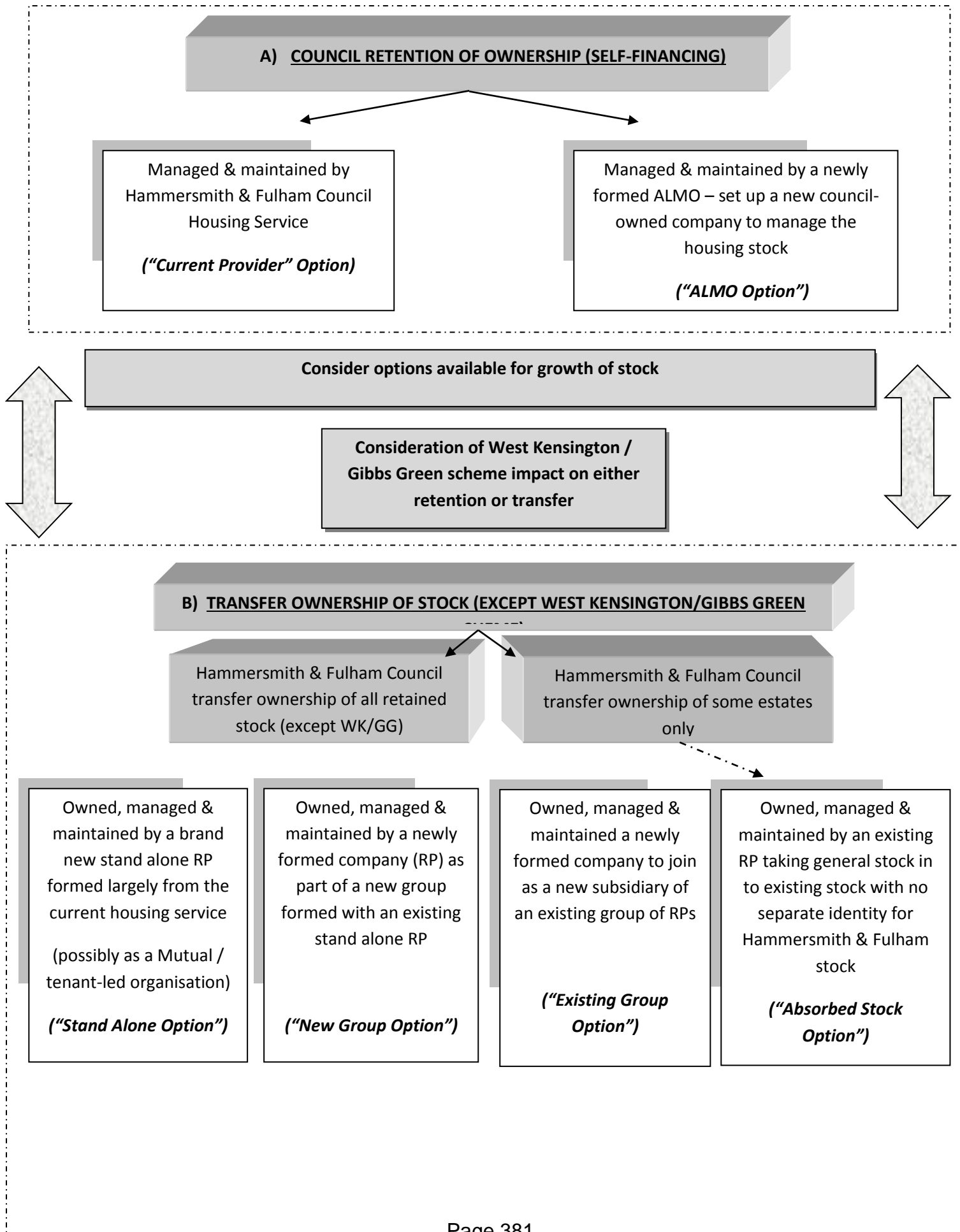
- 9.9 Care needs to be exercised in relation to fixing interest rates as typically these are, over the longer term, more expensive than floating rates loans (notwithstanding that the opposite has to be assumed as a matter of risk management). Additionally long term fixed rates can result in a severe loss of flexibility, with the break costs attaching to them often proving a very substantial barrier to any future refinancing should this become desirable. We would advise that Hammersmith & Fulham adopts a balanced and well reasoned treasury management policy, with a mix of fixed, floating and possibly index linked loans in the light of the respective costs of these, the impact upon the debt profile and the risk parameters demonstrated by the business plan.
- 9.10 Fixings with bank lenders are likely to have to be limited in term to the maturity of the loan facilities, i.e. 10 years, but mechanisms are available to enable borrowers to take advantage of longer term fixed rates through the use of standalone swaps. Hammersmith & Fulham would, however, need to be fully briefed upon the use of such instruments, and the risks and benefits attaching to these.
- 9.11 Funding from financial institutions will naturally take the form of either fixed rate or index linked funding and if these can be secured at competitive rates, these could make a valuable contribution to the business plan, but will clearly impact upon the range of treasury management options that would be available to Hammersmith & Fulham.

10 Summary

10.1 In summary, the retention solution comprising of an HRA for all stock will mean that some properties may not receive the investment they require at the right time, which will lead to further repairs costs and/or increased void properties. It is the high level of borrowing in the early years to support the West Kensington and Gibbs Green scheme combined with the immediate rent reduction and structural works to tower blocks which is causing the Council to hit its debt cap. However, if the main stock and the West Kensington and Gibbs Green stock are separated by means of a transfer, then it would appear that both the main stock investment and the West Kensington and Gibbs Green estates could be achieved at the right time without either scheme's investment requirements impacting upon the other.

Annex D - Appendix A - Financial Appraisal Options Diagram

OPTIONS FOR HAMMERSMITH & FULHAM RETAINED COUNCIL HOUSING



Annex D - Appendix B - Financial Appraisal Summary Options

	Stock Retention	Stock Transfer
1. Control and governance	<p>No change in stock ownership</p> <p>Management could be to continue in-house or to convert the management back to a new ALMO</p>	<p>Stand alone new Registered Provider (RP) possibly as a “Mutual” set up as a brand new housing association where the board has tenant, employee, council and independent representation; stock ownership and management transferred to it.</p> <p>OR</p> <p>News subsidiary RP set up to become part of an existing RP group or to join with an existing stand alone RP to form a new group; stock ownership and management transferred to it; RP board has tenant, council and independent representation, but “Mutual” option not possible.</p>
2. Securing Investment	<p>Self-financing of HRA; no additional resources under this option to help deliver the Decent Homes Standard (DHS).</p> <p>There is a restriction on borrowing which is a “debt cap” imposed by DCLG.</p> <p>DHS may not be achieved and maintained if the debt cap restricts work required.</p>	<p>A loan (or peak facility) can be agreed with banks as long as it can be shown that the loan can be repaid within an agreed period (normally 30 years). This would be based upon the maximum amount required to deliver the investment in the housing stock over a 30 year period, rather than borrowing restricted by a debt cap. This should therefore guarantee that the landlord could invest in the stock at the time that it is needed to maintain the DHS.</p> <p>Additional funds may be available to improve the standard if transfer is to an existing group and the group is willing to cross-subsidise works in Hammersmith. VAT shelter may also be available to increase the standard. Mutuality may also improve services on offer by delivering efficiencies in management.</p> <p><i>NB The future of stock transfer valuations with regard to managing overhanging debt after self-financing is currently only guaranteed up to 31 March 2016. For transfer after this date, there has been no official confirmation of debt write-off to support transfer. This may affect the availability of investment.</i></p>
3. New, replacement and additional homes	<p>Minimal opportunities in the next 10 years within the HRA, other than those schemes already being undertaken due to the debt cap restriction on borrowing.</p> <p>RTB sales may continue to generate 1-4-1 replacement receipts but require 70% match funding (which cannot be any other form of social grant), otherwise the receipts must be surrendered to a national pot for re-use.</p> <p>The proposal to force councils to sell off high value voids to support the RTB extension to RPs will reduce the number of social homes in council ownership.</p>	<p>Options available for development of new build properties arising from additional borrowing facilities on top of transfer facility if business plan can show loans can be repaid. New homes count as benefit towards debt write-off</p> <p>Assistance in the form of gifted land may help, also availability of social grants.</p> <p>RTB receipts after transfer are currently (ie. since 2012) retained in full by the new landlord with no sharing with the local authority, nor any requirement to pool any element for HM Treasury. More RTB receipts can be re-invested locally. There is currently no restriction on the percentage of use of the receipts on a scheme.</p> <p><i>NB The RTB is being extended to all housing associations (not just LSVTs) and the arrangements for use of receipts may change. However, the intention is to increase the number of sales and replacement homes. The new proposals would encourage RP's to build and are likely to provide support funding through council sales of high value voids.</i></p>
	Stock Retention	Stock Transfer

Annex D - Appendix B - Financial Appraisal Summary Options

<p>4. Security of tenure and customers' rights</p>	<p>As now.</p> <p><i>NB The availability of lifetime tenancies to <u>new</u> council tenants is under review. There is a proposal to limit the tenancy to five years</i></p>	<p>In effect as now. Hammersmith & Fulham tenants become assured customers of the new RP with preserved rights e.g. Right to Buy. However, security is strengthened due to nature of the Assured tenancy contract.</p>
<p>5. Housing management and maintenance performance</p>	<p>Performance is eventually limited by the constraints placed on the HRA resources. The debt cap will limit the availability of investment to improve services and cuts to maintain the DHS may lead to a reduction in services offered.</p> <p>Service improvement will depend on the availability of in-house skills.</p>	<p>A stock transfer business plan which reflects the current level of services provided may be able to continue this provision and where borrowing up front for investment can be made may improve services and deliver cost savings in future.</p> <p>There may be some improvements driven through changes in registration, regulatory inspection and culture change.</p> <p>Improvement depends largely on in house skills but further resources possible from external partnerships.</p>
<p>6. Wider area impacts</p>	<p>Limited job creation from low level capital investment and restriction on work.</p> <p>Issues re variance of standard across the council properties arising from the redevelopment of estates accommodating less than 5% of the total stock. The contract will require a first call on borrowing resources in the next 10 years. The remaining 95% of homes will pay equivalent rents but may have less than proportional investment in them.</p>	<p>More job maintenance / growth from ability to maintain investment in the housing stock and potential new homes. Additional resources may be available for investment and provision of wider neighbourhood services.</p> <p>Separation of the main stock from the redevelopment scheme will provide a higher likelihood of delivering a consistent standard for all tenants paying similar rents.</p>
<p>7. Staff Issues</p>	<p>Retention option has less staff overall than retained service + transfer. In addition, staffing under retention would need to reduce, either to meet cost savings to stay within the debt cap, or as a result of the increase in the loss of stock due to RTB sales and forced sale of voids.</p>	<p>Housing staff and some corporate service staff would TUPE transfer to the new organization. A core management staff would also be required at the council to manage the retained HRA service throughout the redevelopment scheme. Overall the total staff required will be greater than at present.</p> <p>Additional services provided may increase the employment levels.</p> <p>A "mutual" organization may provide employees with the chance to be involved in the management of the organisation.</p>
<p>8. Rents and service charges</p>	<p>Rents for the four years from 1 April 2016 follow proposed Government legislation for all social housing providers – a cut of 1% per annum. Service charges are assumed to cover no more than the cost of the service.</p> <p>After four years, the HRA plan assumes rents rise by CPI + 1% and continue to converge towards target rent.</p>	<p>Rents for the four years from 1 April 2016 follow proposed Government legislation for all social housing providers – a cut of 1% per annum. Service charges are assumed to cover no more than the cost of the service.</p> <p>After four years, the transfer business plan assumes rents rise by CPI + 1% only, thereby rising by less than the HRA rents.</p>

	Stock Retention	Stock Transfer
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Annex D - Appendix B - Financial Appraisal Summary Options

<p>9. Impact on Hammersmith & Fulham General Fund</p>	<p>Constrained ability to meet general fund recharges.</p>	<p>TUPE staff costs and other contract / equipment costs will transfer to the new RP, but there may be an overall loss of economies of scale.</p> <p>Set up costs may need to be met by the council to achieve a transfer, but may be mitigated by inclusion in the RP business plan.</p> <p>General fund land may need to be included in the transfer to support debt write-off by Government.</p> <p>VAT shelter may cover costs of set up, pension fund deficit, loss of economies.</p> <p>Scope for cost of GF services to be provided at lower cost by new RP giving revenue savings.</p>
<p>10. Deliverability</p>	<p>Hammersmith & Fulham would see a widening investment gap and potential for homes to become non-decent.</p> <p>RTB receipts generated for replacement homes may have to be returned to the national pot or passed to another Registered Provider, risking loss of local resources.</p>	<p>Over 170 councils have achieved stock transfers (whole or partial) including three very recent post self-financing transfers. These transfers were required to demonstrate a strong business case that delivered benefits to the Government arising from transfer to mitigate the cost of writing off debt.</p> <p>There is a Disposals Programme in place up to 31 March 2016, and councils were encouraged in June 2015 to come forwards to discuss potential options for future stock transfers. This may or may not include the provision of debt write-off. The outcome of the Spending Review is still awaited.</p> <p>The key risk will relate to the reduction in the value of the stock compared to self-financing that results from the new rent reductions introduced. A separate debate with DCLG will be required on this element.</p> <p>There are some risks to the General Fund but these may be manageable.</p> <p>This transfer would need to be built around demonstrating protecting the assets for the community as well as the financial case for transfer.</p>
<p>Summary</p>	<p>Reduction in the standard of some stock compared to others in same authority. Unacceptable to tenants and Government.</p> <p>Potential for loss of assets from the community through various policies.</p>	<p>Good standard housing for all tenants, plus independent delivery of estate redevelopment (de-risks the options).</p> <p>Private investment introduced without loss of community involvement in the estates.</p> <p>Some General Fund risks to be managed.</p> <p>Debt write-off support required</p>

Annex D - Appendix Ci - Financial Appraisal R1 HRA Business Plan

HRA Business Plan R1 – Self-Financing Outputs

Appendix C(i)

Year	Borrowing Opening Balance £ pa	New Borrowing (from borrowing schedules) £ pa	Principal Repayments £ pa	Debt Repayments £ pa	Additional Required Borrowing £ pa	Borrowing Bal/Cfwd £ pa	HCFR £ pa	Unfinanced / (overfinanced) HCFR £ pa	Assumed internal borrowing £ pa	Assumed internal investment £ pa	Shortfall on Capital Programme £ pa	Closing HRA Working Balance £ pa
1 2015.16	205,302,110	-	13,019,803	0	0	192,282,307	207,182,307	14,900,000	14,900,000	0	0	10,273,399
2 2016.17	192,282,307	-	5,865,958	0	1,761,884	188,178,234	218,218,234	30,040,000	30,040,000	0	0	12,382,915
3 2017.18	188,178,234	-	6,149,794	0	12,651,734	194,680,174	235,821,557	41,141,383	41,141,383	0	0	13,719,889
4 2018.19	194,680,174	-	3,784,489	0	12,053,517	202,949,202	254,617,000	51,667,798	51,667,798	0	6,111,258	15,450,124
5 2019.20	202,949,202	-	8,042,039	0	4,293,338	199,200,501	254,617,000	55,416,499	55,416,499	0	2,688,639	17,189,964
6 2020.21	199,200,501	-	9,461,222	0	7,528,160	197,267,438	252,683,938	55,416,499	55,416,499	0	0	18,932,113
7 2021.22	197,267,438	-	-	0	4,276,763	201,544,202	238,500,418	36,956,216	36,956,216	0	0	20,670,145
8 2022.23	201,544,202	-	-	11,425,872	0	190,118,330	227,074,546	36,956,216	36,956,216	0	0	21,628,187
9 2023.24	190,118,330	-	3,547,958	0	14,328,029	200,898,401	228,320,126	27,421,726	27,421,726	0	0	21,981,149
10 2024.25	200,898,401	-	13,009,180	0	10,354,405	198,243,625	225,665,350	27,421,726	27,421,726	0	0	23,019,451
11 2025.26	198,243,625	-	-	18,774,719	0	179,468,906	188,338,804	8,869,899	8,869,899	0	0	24,223,566
12 2026.27	179,468,906	-	4,730,611	0	0	174,738,295	171,102,750	-3,635,545	0	3,635,545	0	47,350,715
13 2027.28	174,738,295	-	3,547,958	37,047,239	0	134,143,098	119,515,910	-14,627,188	0	14,627,188	0	36,874,849
14 2028.29	134,143,098	-	9,461,222	0	0	124,681,876	138,297,033	13,615,158	13,615,158	0	0	66,354,074
15 2029.30	124,681,876	-	-	0	0	124,681,876	140,540,626	15,858,750	15,858,750	0	0	98,105,116
16 2030.31	124,681,876	-	4,730,611	0	0	119,951,265	135,810,015	15,858,750	15,858,750	0	0	134,126,023
17 2031.32	119,951,265	-	7,095,917	0	0	112,855,348	128,714,098	15,858,750	15,858,750	0	0	170,489,890
18 2032.33	112,855,348	-	11,826,528	0	0	101,028,821	116,887,571	15,858,750	15,858,750	0	0	209,472,862
19 2033.34	101,028,821	-	11,826,528	0	0	89,202,293	105,061,043	15,858,750	15,858,750	0	0	251,262,561
20 2034.35	89,202,293	-	-	0	0	89,202,293	105,061,043	15,858,750	15,858,750	0	0	295,940,313
21 2035.36	89,202,293	-	7,095,917	0	0	82,106,377	97,965,127	15,858,750	15,858,750	0	0	345,780,893
22 2036.37	82,106,377	-	-	0	0	82,106,377	97,965,127	15,858,750	15,858,750	0	0	396,184,578
23 2037.38	82,106,377	-	3,547,958	0	0	78,558,419	94,417,169	15,858,750	15,858,750	0	0	449,704,401
24 2038.39	78,558,419	-	-	0	0	78,558,419	94,417,169	15,858,750	15,858,750	0	0	506,271,902
25 2039.40	78,558,419	-	-	0	0	78,558,419	94,417,169	15,858,750	15,858,750	0	0	566,017,631
26 2040.41	78,558,419	-	-	0	0	78,558,419	94,417,169	15,858,750	15,858,750	0	0	629,004,629
27 2041.42	78,558,419	-	-	0	0	78,558,419	94,417,169	15,858,750	15,858,750	0	0	695,174,932
28 2042.43	78,558,419	-	-	0	0	78,558,419	94,417,169	15,858,750	15,858,750	0	0	762,009,105
29 2043.44	78,558,419	-	-	0	0	78,558,419	94,417,169	15,858,750	15,858,750	0	0	832,459,056
30 2044.45	78,558,419	-	-	0	0	78,558,419	94,417,169	15,858,750	15,858,750	0	0	906,672,672
31 2045.46	78,558,419	-	-	0	0	78,558,419	94,417,169	15,858,750	15,858,750	0	0	981,891,830
32 2046.47	78,558,419	-	-	0	0	78,558,419	94,417,169	15,858,750	15,858,750	0	0	1,061,028,534
33 2047.48	78,558,419	-	-	0	0	78,558,419	94,417,169	15,858,750	15,858,750	0	0	1,147,655,578
34 2048.49	78,558,419	-	-	0	0	78,558,419	94,417,169	15,858,750	15,858,750	0	0	1,235,215,283
35 2049.50	78,558,419	-	-	0	0	78,558,419	94,417,169	15,858,750	15,858,750	0	0	1,327,208,199
36 2050.51	78,558,419	-	4,730,611	0	0	73,827,808	89,686,558	15,858,750	15,858,750	0	0	1,418,583,793
37 2051.52	73,827,808	-	9,461,222	0	0	64,366,586	80,225,336	15,858,750	15,858,750	0	0	1,510,036,991
38 2052.53	64,366,586	-	7,095,917	0	0	57,270,669	73,129,419	15,858,750	15,858,750	0	0	1,612,884,616
39 2053.54	57,270,669	-	14,191,833	0	0	43,078,836	58,937,586	15,858,750	15,858,750	0	0	1,710,385,119
40 2054.55	43,078,836	-	16,557,139	0	0	26,521,698	42,380,448	15,858,750	15,858,750	0	0	1,811,201,736

Plan hits the debt cap resulting in £8.8 million of works needing to be pushed back

HRA reserves stay above minimum working balances through-out

Point at which revenue balances exceed the outstanding debt

Annex D - Appendix Cii - Financial Appraisal R2 HRA Business Plan

HRA Business Plan R2 – Self-financing outputs

Appendix C(ii)

Year	Borrowing Opening Balance £ pa	New Borrowing (from borrowing schedules) £ pa	Principal Repayments £ pa	Debt Repayments £ pa	Additional Required Borrowing £ pa	Borrowing Bal/Cfwd £ pa	HCFR £ pa	Unfinanced / (overfinanced) HCFR £ pa	Assumed internal borrowing £ pa	Assumed internal investment £ pa	Shortfall on Capital Programme £ pa	Closing HRA Working Balance £ pa
1 2015.16	205,302,110	-	13,019,803	0	0	192,282,307	207,182,307	14,900,000	14,900,000	0	0	10,273,399
2 2016.17	192,282,307	-	5,865,958	0	3,717,297	190,133,646	220,173,646	30,040,000	30,040,000	0	0	12,383,482
3 2017.18	190,133,646	-	6,149,794	0	17,885,855	201,869,707	243,011,090	41,141,383	41,141,383	0	0	13,721,418
4 2018.19	201,869,707	-	3,784,489	0	4,863,984	202,949,202	254,617,000	51,667,798	51,667,798	0	20,782,558	14,250,141
5 2019.20	202,949,202	-	8,042,039	0	4,293,338	199,200,501	254,617,000	55,416,499	55,416,499	0	12,663,228	15,211,837
6 2020.21	199,200,501	-	9,461,222	0	9,461,222	199,200,501	254,617,000	55,416,499	55,416,499	0	9,076,066	16,183,933
7 2021.22	199,200,501	-	-	0	16,254,662	215,455,163	252,411,379	36,956,216	36,956,216	0	0	17,548,345
8 2022.23	215,455,163	-	-	0	1,815,917	217,271,080	254,227,296	36,956,216	36,956,216	0	0	20,419,748
9 2023.24	217,271,080	-	3,547,958	0	13,472,153	227,195,274	254,617,000	27,421,726	27,421,726	0	13,879,667	21,961,878
10 2024.25	227,195,274	-	13,009,180	0	13,009,180	227,195,274	254,617,000	27,421,726	27,421,726	0	10,926,382	23,016,201
11 2025.26	227,195,274	-	-	0	0	227,195,274	235,468,173	8,272,899	8,272,899	0	0	29,189,609
12 2026.27	227,195,274	-	4,730,611	0	0	222,464,663	217,002,119	-5,462,545	0	5,462,545	0	37,623,954
13 2027.28	222,464,663	-	3,547,958	21,975,337	0	196,941,368	181,051,180	-15,890,188	0	15,890,188	0	26,651,067
14 2028.29	196,941,368	-	9,461,222	12,603,805	0	174,876,340	187,519,498	12,643,158	12,643,158	0	0	27,236,700
15 2029.30	174,876,340	-	-	0	0	174,876,340	190,735,090	15,858,750	15,858,750	0	0	42,188,878
16 2030.31	174,876,340	-	4,730,611	31,021,504	0	139,124,226	154,982,976	15,858,750	15,858,750	0	0	29,907,623
17 2031.32	139,124,226	-	7,095,917	19,172,961	0	112,855,348	128,714,098	15,858,750	15,858,750	0	0	30,144,089
18 2032.33	112,855,348	-	11,826,528	0	0	101,028,821	116,887,571	15,858,750	15,858,750	0	0	51,733,282
19 2033.34	101,028,821	-	11,826,528	0	0	89,202,293	105,061,043	15,858,750	15,858,750	0	0	75,349,142
20 2034.35	89,202,293	-	-	0	0	89,202,293	105,061,043	15,858,750	15,858,750	0	0	101,041,301
21 2035.36	89,202,293	-	7,095,917	0	0	82,106,377	97,965,127	15,858,750	15,858,750	0	0	130,753,856
22 2036.37	82,106,377	-	-	0	0	82,106,377	97,965,127	15,858,750	15,858,750	0	0	160,418,627
23 2037.38	82,106,377	-	3,547,958	0	0	78,558,419	94,417,169	15,858,750	15,858,750	0	0	192,272,903
24 2038.39	78,558,419	-	-	0	0	78,558,419	94,417,169	15,858,750	15,858,750	0	0	226,213,813
25 2039.40	78,558,419	-	-	0	0	78,558,419	94,417,169	15,858,750	15,858,750	0	0	262,331,832
26 2040.41	78,558,419	-	-	0	0	78,558,419	94,417,169	15,858,750	15,858,750	0	0	299,923,512
27 2041.42	78,558,419	-	-	0	0	78,558,419	94,417,169	15,858,750	15,858,750	0	0	339,574,134
28 2042.43	78,558,419	-	-	0	0	78,558,419	94,417,169	15,858,750	15,858,750	0	0	379,155,078
29 2043.44	78,558,419	-	-	0	0	78,558,419	94,417,169	15,858,750	15,858,750	0	0	421,169,591
30 2044.45	78,558,419	-	-	0	0	78,558,419	94,417,169	15,858,750	15,858,750	0	0	465,722,002
31 2045.46	78,558,419	-	-	0	0	78,558,419	94,417,169	15,858,750	15,858,750	0	0	509,292,032
32 2046.47	78,558,419	-	-	0	0	78,558,419	94,417,169	15,858,750	15,858,750	0	0	555,419,334
33 2047.48	78,558,419	-	-	0	0	78,558,419	94,417,169	15,858,750	15,858,750	0	0	607,941,444
34 2048.49	78,558,419	-	-	0	0	78,558,419	94,417,169	15,858,750	15,858,750	0	0	660,359,427
35 2049.50	78,558,419	-	-	0	0	78,558,419	94,417,169	15,858,750	15,858,750	0	0	715,736,096
36 2050.51	78,558,419	-	4,730,611	0	0	73,827,808	89,686,558	15,858,750	15,858,750	0	0	767,794,690
37 2051.52	73,827,808	-	9,461,222	0	0	64,366,586	80,225,336	15,858,750	15,858,750	0	0	818,283,345
38 2052.53	64,366,586	-	7,095,917	0	0	57,270,669	73,129,419	15,858,750	15,858,750	0	0	879,179,555
39 2053.54	57,270,669	-	14,191,833	0	0	43,078,836	58,937,586	15,858,750	15,858,750	0	0	933,467,559
40 2054.55	43,078,836	-	16,557,139	0	0	26,521,698	42,380,448	15,858,750	15,858,750	0	0	989,330,674

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HRA reserves stay above fall below the minimum agreed working balances (*)

Plan hits the debt cap resulting in £67.3 million of works needing to be pushed back

Point at which revenue balances exceed the outstanding debt

Annex D - Appendix Di - Financial Appraisal T4 Valuation Cashflows

VALUATION CASHFLOWS

Rental and Service Charge Income

Management and Service Costs

Year	Year	Rental Income £'000	Service And Support Charge Income £'000	Void Losses £'000	Bad Debts £'000	Net Rental & Service Charge Income £'000	Garage Rents and parking £'000	Hostel Rents £'000	Commer cial Rents £'000	Ground rents/Sh eltered chg £'000	Other Rechg Income £'000	Total non-rent income £'000	Total Income £'000	Housing Managemen t £'000	Services £'000	Rates/Eff iciencies £'000	Gross mgt cost £'000
1	2017/18	63,696	5,296	-1,240	-3,101	64,650	1,003	388	1,362	1,204	11,529	15,485	80,136	-27,194	-7,715	1,403	-33,506
2	2018/19	61,912	5,359	-1,209	-3,023	63,039	1,003	392	1,362	1,204	11,529	15,489	78,528	-27,030	-7,710	1,683	-33,057
3	2019/20	61,273	5,522	-1,201	-3,002	62,592	1,003	396	1,362	1,204	11,529	15,493	78,086	-27,050	-7,711	2,283	-32,477
4	2020/21	60,706	5,472	-1,190	-2,974	62,014	1,003	400	1,362	1,204	11,529	15,497	77,511	-27,050	-7,711	2,309	-32,452
5	2021/22	61,307	5,527	-1,202	-3,004	62,629	1,003	404	1,362	1,204	11,529	15,501	78,130	-27,050	-7,711	2,334	-32,426
6	2022/23	61,914	5,582	-1,213	-3,034	63,249	1,003	408	1,362	1,204	10,502	14,479	77,727	-27,050	-7,711	2,360	-32,401
7	2023/24	62,528	5,638	-1,225	-3,064	63,877	1,003	412	1,362	1,204	10,502	14,483	78,359	-27,050	-7,711	2,386	-32,374
8	2024/25	64,362	5,804	-1,261	-3,154	65,751	1,003	416	1,362	1,204	10,502	14,487	80,238	-27,050	-7,711	2,413	-32,348
9	2025/26	63,776	5,752	-1,250	-3,125	65,153	1,003	420	1,362	1,204	10,502	14,491	79,644	-27,050	-7,711	2,440	-32,321
10	2026/27	64,412	5,809	-1,262	-3,156	65,802	1,003	424	1,362	1,204	10,502	14,495	80,297	-27,050	-7,711	2,467	-32,294
11	2027/28	65,053	5,867	-1,275	-3,188	66,458	1,003	428	1,362	1,204	8,602	12,599	79,057	-27,050	-7,711	2,494	-32,267
12	2028/29	65,702	5,926	-1,288	-3,219	67,120	1,003	433	1,362	1,204	8,602	12,604	79,724	-27,050	-7,711	2,521	-32,239
13	2029/30	66,356	5,985	-1,301	-3,251	67,789	1,003	437	1,362	1,204	8,602	12,608	80,397	-27,050	-7,711	2,549	-32,211
14	2030/31	68,306	6,161	-1,339	-3,347	69,782	1,003	441	1,362	1,204	8,602	12,612	82,394	-27,050	-7,711	2,577	-32,183
15	2031/32	67,686	6,105	-1,327	-3,317	69,148	1,003	446	1,362	1,204	8,602	12,617	81,765	-27,050	-7,711	2,606	-32,155
16	2032/33	68,362	6,166	-1,340	-3,350	69,839	1,003	450	1,362	1,204	8,971	12,990	82,829	-27,050	-7,711	2,635	-32,126
17	2033/34	69,045	6,228	-1,353	-3,383	70,536	1,003	455	1,362	1,204	8,971	12,994	83,531	-27,050	-7,711	2,664	-32,097
18	2034/35	69,734	6,290	-1,367	-3,417	71,241	1,003	459	1,362	1,204	8,971	12,999	84,239	-27,050	-7,711	2,693	-32,068
19	2035/36	71,785	6,475	-1,407	-3,518	73,336	1,003	464	1,362	1,204	8,971	13,004	86,339	-27,050	-7,711	2,723	-32,038
20	2036/37	71,134	6,417	-1,394	-3,486	72,670	1,003	469	1,362	1,204	8,971	13,008	85,679	-27,050	-7,711	2,753	-32,008
21	2037/38	71,844	6,481	-1,408	-3,520	73,396	1,003	473	1,362	1,204	10,073	14,115	87,511	-27,050	-7,711	2,783	-31,978
22	2038/39	72,561	6,546	-1,422	-3,556	74,129	1,003	478	1,362	1,204	10,073	14,119	88,249	-27,050	-7,711	2,814	-31,947
23	2039/40	73,286	6,611	-1,436	-3,591	74,870	1,003	483	1,362	1,204	10,073	14,124	88,994	-27,050	-7,711	2,844	-31,916
24	2040/41	74,018	6,677	-1,451	-3,627	75,617	1,003	488	1,362	1,204	10,073	14,129	89,747	-27,050	-7,711	2,876	-31,885
25	2041/42	76,195	6,874	-1,494	-3,734	77,841	1,003	492	1,362	1,204	10,073	14,134	91,975	-27,050	-7,711	2,907	-31,853
26	2042/43	75,504	6,812	-1,480	-3,700	77,136	1,003	497	1,362	1,204	8,627	12,693	89,829	-27,050	-7,711	2,939	-31,822
27	2043/44	76,258	6,880	-1,495	-3,737	77,906	1,003	502	1,362	1,204	8,627	12,698	90,604	-27,050	-7,711	2,971	-31,789
28	2044/45	77,020	6,949	-1,510	-3,774	78,684	1,003	507	1,362	1,204	8,627	12,703	91,388	-27,050	-7,711	3,004	-31,757
29	2045/46	77,789	7,018	-1,525	-3,812	79,470	1,003	512	1,362	1,204	8,627	12,708	92,179	-27,050	-7,711	3,037	-31,724
30	2046/47	78,566	7,088	-1,540	-3,850	80,264	1,003	518	1,362	1,204	8,627	12,713	92,978	-27,050	-7,711	3,070	-31,691

Annual cashflows assuming no inflation, but only "real" increases or decreases to current annual income and expenditure

**Annex D - Appendix
VALUATION
CASHFLOWS**

APPENDIX D(i)

Repairs and Maintenance Costs

Year	Year	Responsible £'000	Cyclical £'000	Planned Maintenance £'000	Catch Up Repairs £'000	Improvements £'000	Related Assets £'000	Disabled Adaptations £'000	Exceptional £'000	Total R&M cost £'000	Total Spend £'000	Net Cashflow Before Funding £'000
1	2017/18	-14,173	-4,326	-24,504	-128	-248	-345	-813	-10,347	-54,883	-88,389	(8,253)
2	2018/19	-14,173	-4,326	-24,626	-128	-249	-347	-817	-10,399	-55,065	-88,122	(9,594)
3	2019/20	-14,173	-4,326	-24,749	-129	-250	-349	-821	-10,451	-55,248	-87,725	(9,640)
4	2020/21	-14,173	-4,326	-24,873	-129	-252	-350	-825	-10,503	-55,432	-87,884	(10,372)
5	2021/22	-14,173	-4,326	-24,997	-130	-253	-352	-829	-10,556	-55,616	-88,043	(9,913)
6	2022/23	-14,173	-4,326	-19,701	0	0	-349	-833	-8,299	-47,680	-80,081	(2,353)
7	2023/24	-14,173	-4,326	-19,799	0	0	-350	-838	-8,340	-47,826	-80,201	(1,841)
8	2024/25	-14,244	-4,347	-19,898	0	0	-352	-842	-8,382	-48,065	-80,413	(175)
9	2025/26	-14,315	-4,369	-19,998	0	0	-354	-846	-8,424	-48,306	-80,627	(983)
10	2026/27	-14,386	-4,391	-20,098	0	0	-356	-850	-8,466	-48,547	-80,841	(544)
11	2027/28	-14,458	-4,413	-21,459	0	0	-290	-855	-4,402	-45,877	-78,144	914
12	2028/29	-14,531	-4,435	-21,567	0	0	-291	-859	-4,424	-46,106	-78,345	1,379
13	2029/30	-14,603	-4,457	-21,674	0	0	-293	-863	-4,446	-46,337	-78,548	1,849
14	2030/31	-14,676	-4,480	-21,783	0	0	-294	-867	-4,468	-46,568	-78,752	3,643
15	2031/32	-14,750	-4,502	-21,892	0	0	-296	-872	-4,490	-46,801	-78,956	2,809
16	2032/33	-14,824	-4,524	-17,572	0	0	-183	-1,001	-5,110	-43,215	-75,341	7,488
17	2033/34	-14,898	-4,547	-17,660	0	0	-184	-1,006	-5,136	-43,431	-75,528	8,003
18	2034/35	-14,972	-4,570	-17,749	0	0	-185	-1,011	-5,162	-43,648	-75,716	8,524
19	2035/36	-15,047	-4,593	-17,837	0	0	-186	-1,016	-5,187	-43,866	-75,904	10,435
20	2036/37	-15,122	-4,616	-17,927	0	0	-187	-1,021	-5,213	-44,086	-76,094	9,585
21	2037/38	-15,198	-4,639	-32,492	0	0	-209	-1,027	-5,240	-58,804	-90,781	(3,270)
22	2038/39	-15,274	-4,662	-32,655	0	0	-210	-1,032	-5,266	-59,098	-91,045	(2,796)
23	2039/40	-15,350	-4,685	-32,818	0	0	-211	-1,037	-5,292	-59,393	-91,309	(2,315)
24	2040/41	-15,427	-4,709	-32,982	0	0	-212	-1,042	-5,318	-59,690	-91,575	(1,829)
25	2041/42	-15,504	-4,732	-33,147	0	0	-213	-1,047	-5,345	-59,989	-91,842	133
26	2042/43	-15,582	-4,756	-19,616	0	0	-280	-1,052	-4,928	-46,215	-78,036	11,793
27	2043/44	-15,659	-4,780	-19,714	0	0	-282	-1,058	-4,953	-46,446	-78,235	12,369
28	2044/45	-15,738	-4,803	-19,813	0	0	-283	-1,063	-4,978	-46,678	-78,435	12,953
29	2045/46	-15,816	-4,827	-19,912	0	0	-285	-1,068	-5,003	-46,911	-78,635	13,543
30	2046/47	-15,896	-4,852	-20,012	0	0	-286	-1,074	-5,028	-47,146	-78,837	14,141

Expenditure exceeds income due to reduction in rent and high investment costs

Annex D - Appendix Dii - Financial Appraisal T4 NPV Cashflows
NET PRESENT VALUES

Rental and Service Charge Income														Management and Service Costs					
Year	Year	Cumulative Present Value Discount Factor	Rental Income £'000	Service And Support Charge Income £'000	Void Losses £'000	Bad Debts £'000	Net Rental & Service Charge Income £'000	Garage Rents and parking £'000	Hostel Rents £'000	Commercial Rents £'000	Ground rents/Sh chg £'000	Other Rechg Income £'000	Total non-rent income £'000	Total Income £'000	Housing Management £'000	Services £'000	Rates/Efficiencies £'000	Gross mgt cost £'000	
Cumulative Present Value			889,767	79,606	-17,428	-43,569	908,376	13,520	5,794	18,349	16,224	136,852	190,740	1,099,115	-364,660	-103,915	32,420	-436,154	
1	Apr 17 to Mar 18	0.9690	61,721	5,132	-1,202	-3,005	62,646	972	376	1,319	1,167	11,171	15,005	77,652	-26,351	-7,476	1,360	-32,467	
2	Apr 18 to Mar 19	0.9099	56,331	4,876	-1,100	-2,751	57,356	913	356	1,239	1,095	10,490	14,093	71,450	-24,593	-7,015	1,531	-30,077	
3	Apr 19 to Mar 20	0.8543	52,347	4,718	-1,026	-2,565	53,475	857	338	1,163	1,029	9,849	13,236	66,711	-23,110	-6,587	1,951	-27,746	
4	Apr 20 to Mar 21	0.8022	48,698	4,390	-954	-2,386	49,747	805	321	1,092	966	9,248	12,432	62,179	-21,699	-6,185	1,852	-26,033	
5	Apr 21 to Mar 22	0.7532	46,178	4,163	-905	-2,263	47,174	756	304	1,026	907	8,684	11,676	58,850	-20,375	-5,808	1,758	-24,424	
6	Apr 22 to Mar 23	0.7073	43,789	3,948	-858	-2,146	44,733	710	288	963	851	7,428	10,240	54,973	-19,131	-5,453	1,669	-22,915	
7	Apr 23 to Mar 24	0.6641	41,524	3,744	-814	-2,035	42,420	666	273	904	799	6,974	9,618	52,038	-17,964	-5,121	1,585	-21,499	
8	Apr 24 to Mar 25	0.6236	40,134	3,619	-787	-1,966	41,000	626	259	849	751	6,549	9,033	50,033	-16,867	-4,808	1,505	-20,171	
9	Apr 25 to Mar 26	0.5855	37,341	3,368	-732	-1,830	38,147	587	246	797	705	6,149	8,484	46,632	-15,838	-4,515	1,428	-18,924	
10	Apr 26 to Mar 27	0.5498	35,411	3,194	-694	-1,735	36,176	552	233	749	662	5,774	7,969	44,145	-14,871	-4,239	1,356	-17,754	
11	Apr 27 to Mar 28	0.5162	33,581	3,029	-658	-1,645	34,307	518	221	703	621	4,441	6,504	40,810	-13,964	-3,980	1,287	-16,657	
12	Apr 28 to Mar 29	0.4847	31,846	2,872	-624	-1,560	32,534	486	210	660	584	4,170	6,109	38,643	-13,111	-3,737	1,222	-15,627	
13	Apr 29 to Mar 30	0.4551	30,200	2,724	-592	-1,480	30,853	457	199	620	548	3,915	5,738	36,591	-12,311	-3,509	1,160	-14,660	
14	Apr 30 to Mar 31	0.4273	29,191	2,633	-572	-1,430	29,821	429	189	582	514	3,676	5,390	35,211	-11,560	-3,295	1,101	-13,753	
15	Apr 31 to Mar 32	0.4013	27,160	2,450	-532	-1,331	27,747	403	179	546	483	3,452	5,063	32,809	-10,854	-3,094	1,046	-12,903	
16	Apr 32 to Mar 33	0.3768	25,757	2,323	-505	-1,262	26,313	378	170	513	454	3,380	4,894	31,208	-10,192	-2,905	993	-12,104	
17	Apr 33 to Mar 34	0.3538	24,426	2,203	-479	-1,197	24,954	355	161	482	426	3,174	4,597	29,551	-9,570	-2,728	942	-11,355	
18	Apr 34 to Mar 35	0.3322	23,165	2,090	-454	-1,135	23,665	333	153	452	400	2,980	4,318	27,983	-8,986	-2,561	895	-10,652	
19	Apr 35 to Mar 36	0.3119	22,391	2,020	-439	-1,097	22,874	313	145	425	376	2,798	4,056	26,930	-8,437	-2,405	849	-9,993	
20	Apr 36 to Mar 37	0.2929	20,833	1,879	-408	-1,021	21,283	294	137	399	353	2,627	3,810	25,093	-7,922	-2,258	806	-9,374	
21	Apr 37 to Mar 38	0.2750	19,757	1,782	-387	-968	20,184	276	130	374	331	2,770	3,882	24,066	-7,439	-2,120	765	-8,794	
22	Apr 38 to Mar 39	0.2582	18,737	1,690	-367	-918	19,141	259	123	352	311	2,601	3,646	22,787	-6,985	-1,991	727	-8,249	
23	Apr 39 to Mar 40	0.2425	17,769	1,603	-348	-871	18,153	243	117	330	292	2,442	3,425	21,577	-6,558	-1,869	690	-7,738	
24	Apr 40 to Mar 41	0.2277	16,851	1,520	-330	-826	17,215	228	111	310	274	2,293	3,217	20,432	-6,158	-1,755	655	-7,259	
25	Apr 41 to Mar 42	0.2138	16,288	1,469	-319	-798	16,640	214	105	291	257	2,153	3,021	19,661	-5,782	-1,648	621	-6,809	
26	Apr 42 to Mar 43	0.2007	15,155	1,367	-297	-743	15,482	201	100	273	242	1,732	2,548	18,030	-5,429	-1,548	590	-6,387	
27	Apr 43 to Mar 44	0.1885	14,372	1,297	-282	-704	14,683	189	95	257	227	1,626	2,393	17,076	-5,098	-1,453	560	-5,991	
28	Apr 44 to Mar 45	0.1770	13,630	1,230	-267	-668	13,924	178	90	241	213	1,527	2,248	16,172	-4,787	-1,364	532	-5,620	
29	Apr 45 to Mar 46	0.1662	12,926	1,166	-253	-633	13,205	167	85	226	200	1,434	2,112	15,317	-4,495	-1,281	505	-5,271	
30	Apr 46 to Mar 47	0.1560	12,258	1,106	-240	-601	12,523	157	81	212	188	1,346	1,984	14,507	-4,220	-1,203	479	-4,944	
			889,767	79,606	-17,428	-43,569	908,376	13,520	5,794	18,349	16,224	136,852	190,740	1,099,115	0	-364,660	-103,915	32,420	-436,154

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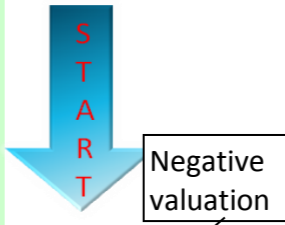
Annual cashflows from Appendix D(i) discounted at 6.5% per annum to give Present Values (the time value of money)

The total Net Present Value over 30 years is

**Annex D - Appendix Dii - Finar
NET PRESENT VALUES**

APPENDIX D(ii)

Repairs and Maintenance Costs											Net Present Values £'000		
Year	Year	Cumulative Present Value Discount Factor	Responsible £'000	Cyclical £'000	Planned Maintenance £'000	Catch Up Repairs £'000	Improvements £'000	Related Assets £'000	Disabled Adaptations £'000	Exceptional £'000	Total R&M cost £'000	Total Spend £'000	Net Present Values £'000
Cumulative Present Value			-196,328	-59,923	-304,900	-552	-1,073	-4,080	-12,013	-100,624	-679,494	-1,115,648	-16,533
1	Apr 17 to Mar 18	0.9690	-13,734	-4,192	-23,744	-124	-240	-334	-788	-10,027	-53,182	-85,649	(7,998)
2	Apr 18 to Mar 19	0.9099	-12,895	-3,936	-22,406	-117	-227	-316	-743	-9,462	-50,102	-80,179	(8,729)
3	Apr 19 to Mar 20	0.8543	-12,108	-3,696	-21,144	-110	-214	-298	-701	-8,929	-47,200	-74,946	(8,235)
4	Apr 20 to Mar 21	0.8022	-11,369	-3,470	-19,953	-104	-202	-281	-662	-8,426	-44,467	-70,499	(8,321)
5	Apr 21 to Mar 22	0.7532	-10,675	-3,258	-18,829	-98	-190	-265	-625	-7,951	-41,892	-66,316	(7,467)
6	Apr 22 to Mar 23	0.7073	-10,024	-3,059	-13,934	0	0	-247	-589	-5,869	-33,722	-56,638	(1,664)
7	Apr 23 to Mar 24	0.6641	-9,412	-2,873	-13,149	0	0	-233	-556	-5,539	-31,761	-53,261	(1,223)
8	Apr 24 to Mar 25	0.6236	-8,882	-2,711	-12,408	0	0	-220	-525	-5,227	-29,972	-50,143	(109)
9	Apr 25 to Mar 26	0.5855	-8,381	-2,558	-11,709	0	0	-207	-495	-4,932	-28,283	-47,207	(576)
10	Apr 26 to Mar 27	0.5498	-7,909	-2,414	-11,049	0	0	-196	-467	-4,654	-26,690	-44,444	(299)
11	Apr 27 to Mar 28	0.5162	-7,464	-2,278	-11,078	0	0	-150	-441	-2,272	-23,682	-40,339	472
12	Apr 28 to Mar 29	0.4847	-7,043	-2,150	-10,453	0	0	-141	-416	-2,144	-22,348	-37,975	668
13	Apr 29 to Mar 30	0.4551	-6,646	-2,029	-9,865	0	0	-133	-393	-2,023	-21,089	-35,749	842
14	Apr 30 to Mar 31	0.4273	-6,272	-1,914	-9,309	0	0	-126	-371	-1,909	-19,901	-33,654	1,557
15	Apr 31 to Mar 32	0.4013	-5,919	-1,806	-8,784	0	0	-119	-350	-1,802	-18,780	-31,682	1,127
16	Apr 32 to Mar 33	0.3768	-5,585	-1,705	-6,621	0	0	-69	-377	-1,925	-16,282	-28,387	2,821
17	Apr 33 to Mar 34	0.3538	-5,270	-1,609	-6,248	0	0	-65	-356	-1,817	-15,365	-26,720	2,831
18	Apr 34 to Mar 35	0.3322	-4,974	-1,518	-5,896	0	0	-61	-336	-1,715	-14,499	-25,152	2,831
19	Apr 35 to Mar 36	0.3119	-4,693	-1,432	-5,564	0	0	-58	-317	-1,618	-13,682	-23,676	3,255
20	Apr 36 to Mar 37	0.2929	-4,429	-1,352	-5,250	0	0	-55	-299	-1,527	-12,912	-22,286	2,807
21	Apr 37 to Mar 38	0.2750	-4,179	-1,276	-8,935	0	0	-57	-282	-1,441	-16,171	-24,965	(899)
22	Apr 38 to Mar 39	0.2582	-3,944	-1,204	-8,432	0	0	-54	-266	-1,360	-15,260	-23,509	(722)
23	Apr 39 to Mar 40	0.2425	-3,722	-1,136	-7,957	0	0	-51	-251	-1,283	-14,400	-22,139	(561)
24	Apr 40 to Mar 41	0.2277	-3,512	-1,072	-7,509	0	0	-48	-237	-1,211	-13,589	-20,848	(416)
25	Apr 41 to Mar 42	0.2138	-3,314	-1,012	-7,086	0	0	-46	-224	-1,143	-12,823	-19,633	29
26	Apr 42 to Mar 43	0.2007	-3,127	-955	-3,937	0	0	-56	-211	-989	-9,276	-15,663	2,367
27	Apr 43 to Mar 44	0.1885	-2,951	-901	-3,716	0	0	-53	-199	-933	-8,754	-14,745	2,331
28	Apr 44 to Mar 45	0.1770	-2,785	-850	-3,506	0	0	-50	-188	-881	-8,260	-13,880	2,292
29	Apr 45 to Mar 46	0.1662	-2,628	-802	-3,309	0	0	-47	-178	-831	-7,795	-13,066	2,250
30	Apr 46 to Mar 47	0.1560	-2,480	-757	-3,122	0	0	-45	-168	-784	-7,356	-12,300	2,206
			-196,328	-59,923	-304,900	-552	-1,073	-4,080	-12,013	-100,624	-679,494	-1,115,648	-16,533



minus £16.533 million as indicated above

**Annex D - Appendix Diii - Financial Appraisal T4 Business Plan Cas
BUSINESS PLAN
CONSOLIDATED**

APPENDIX D(iii)

APPENDIX D(iii)

Rental and Service Charge Income

Management and Service Costs

Repairs and Maintenance Costs

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Year	Year	Rental and Service Charge Income										Management and Service Costs					Repairs and Maintenance Costs						
		Rental Income £'000	Service Charge Income £'000	Void Losses £'000	Bad Debts £'000	Net Rental & Service Charge Income £'000	Garage Rents and parking £'000	Hostel Rents £'000	Commer cial Rents £'000	Ground rents/ shelterd chg £'000	Other rechg Income £'000	Total Income £'000	Housing Managem ent £'000	Services £'000	Rates/ efficiencie s £'000	Responsive £'000	Cyclical £'000	Planned Maintenanc e £'000	Catch Up Repairs £'000	Improve ments £'000	Related Assets £'000	Disabled Adaptatio ns £'000	Exceptio nal extensive £'000
1	2017/18	63,696	5,296	(1,240)	(3,101)	64,650	1,003	388	1,362	1,204	15,769	84,376	(29,904)	(8,875)	1,403	(14,173)	(4,326)	(24,504)	(128)	(248)	(345)	(813)	(10,347)
2	2018/19	63,059	5,455	(1,232)	(3,079)	64,202	1,021	399	1,386	1,226	16,053	84,287	(30,261)	(9,029)	1,713	(14,428)	(4,404)	(25,067)	(130)	(254)	(353)	(832)	(10,585)
3	2019/20	63,629	5,726	(1,247)	(3,117)	64,991	1,041	410	1,412	1,249	16,358	85,462	(30,859)	(9,201)	2,367	(14,702)	(4,487)	(25,669)	(134)	(260)	(362)	(852)	(10,839)
4	2020/21	64,288	5,787	(1,260)	(3,149)	65,666	1,062	423	1,441	1,274	16,686	86,550	(31,476)	(9,385)	2,441	(14,996)	(4,577)	(26,311)	(137)	(266)	(371)	(873)	(11,110)
5	2021/22	66,211	5,960	(1,297)	(3,244)	67,630	1,083	435	1,470	1,299	17,019	88,936	(32,106)	(9,573)	2,517	(15,296)	(4,669)	(26,968)	(140)	(273)	(380)	(895)	(11,388)
6	2022/23	68,190	6,139	(1,336)	(3,341)	69,652	1,104	448	1,499	1,325	16,230	90,259	(32,748)	(9,764)	2,595	(15,602)	(4,762)	(21,677)	0	0	(384)	(917)	(9,131)
7	2023/24	70,230	6,323	(1,376)	(3,441)	71,737	1,127	462	1,529	1,352	16,554	92,760	(33,403)	(9,959)	2,676	(15,914)	(4,857)	(22,219)	0	0	(393)	(940)	(9,360)
8	2024/25	73,723	6,638	(1,445)	(3,612)	75,304	1,149	476	1,559	1,379	16,885	96,752	(34,071)	(10,159)	2,759	(16,312)	(4,979)	(22,774)	0	0	(403)	(963)	(9,594)
9	2025/26	74,498	6,708	(1,460)	(3,650)	76,097	1,172	490	1,591	1,406	17,223	97,979	(34,753)	(10,362)	2,845	(16,720)	(5,103)	(23,344)	0	0	(413)	(988)	(9,833)
10	2026/27	76,730	6,910	(1,504)	(3,759)	78,377	1,195	505	1,622	1,435	17,567	100,701	(35,448)	(10,569)	2,933	(17,138)	(5,231)	(23,927)	0	0	(424)	(1,012)	(10,079)
11	2027/28	79,029	7,117	(1,549)	(3,872)	80,726	1,219	520	1,655	1,463	15,609	101,192	(36,157)	(10,780)	3,024	(17,566)	(5,361)	(26,057)	0	0	(352)	(1,038)	(5,345)
12	2028/29	81,397	7,331	(1,595)	(3,988)	83,145	1,244	535	1,688	1,492	15,922	104,026	(36,880)	(10,996)	3,118	(18,005)	(5,496)	(26,708)	0	0	(361)	(1,064)	(5,478)
13	2029/30	83,836	7,550	(1,643)	(4,107)	85,636	1,269	551	1,722	1,522	16,240	106,940	(37,617)	(11,216)	3,215	(18,455)	(5,633)	(27,376)	0	0	(370)	(1,090)	(5,615)
14	2030/31	88,009	7,927	(1,725)	(4,312)	89,899	1,294	568	1,756	1,553	16,565	111,634	(38,370)	(11,440)	3,315	(18,917)	(5,774)	(28,060)	0	0	(379)	(1,117)	(5,756)
15	2031/32	88,937	8,010	(1,743)	(4,357)	90,847	1,320	585	1,791	1,584	16,896	113,023	(39,137)	(11,669)	3,418	(19,390)	(5,918)	(28,762)	0	0	(388)	(1,145)	(5,900)
16	2032/33	91,604	8,251	(1,795)	(4,488)	93,571	1,346	602	1,827	1,615	17,729	116,691	(39,920)	(11,902)	3,524	(19,874)	(6,066)	(23,547)	0	0	(245)	(1,342)	(6,848)
17	2033/34	94,350	8,498	(1,849)	(4,623)	96,377	1,373	621	1,864	1,648	18,083	119,965	(40,718)	(12,141)	3,633	(20,371)	(6,218)	(24,135)	0	0	(251)	(1,375)	(7,019)
18	2034/35	97,179	8,753	(1,905)	(4,761)	99,267	1,401	639	1,901	1,681	18,445	123,333	(41,533)	(12,383)	3,746	(20,881)	(6,373)	(24,739)	0	0	(257)	(1,410)	(7,195)
19	2035/36	102,018	9,189	(1,999)	(4,998)	104,209	1,429	658	1,939	1,714	18,814	128,764	(42,363)	(12,631)	3,862	(21,403)	(6,532)	(25,357)	0	0	(264)	(1,445)	(7,374)
20	2036/37	103,095	9,286	(2,020)	(5,051)	105,309	1,457	678	1,978	1,749	19,190	130,361	(43,210)	(12,884)	3,982	(21,938)	(6,696)	(25,991)	0	0	(271)	(1,481)	(7,559)
21	2037/38	106,186	9,565	(2,081)	(5,203)	108,467	1,486	698	2,017	1,784	21,207	135,659	(44,075)	(13,141)	4,105	(22,486)	(6,863)	(48,047)	0	0	(309)	(1,518)	(7,748)
22	2038/39	109,370	9,852	(2,143)	(5,359)	111,720	1,516	719	2,058	1,819	21,631	139,463	(44,956)	(13,404)	4,233	(23,048)	(7,035)	(49,248)	0	0	(316)	(1,556)	(7,941)
23	2039/40	112,650	10,147	(2,208)	(5,519)	115,070	1,546	741	2,099	1,856	22,063	143,375	(45,855)	(13,672)	4,364	(23,624)	(7,211)	(50,479)	0	0	(324)	(1,595)	(8,140)
24	2040/41	116,028	10,452	(2,274)	(5,685)	118,521	1,577	763	2,141	1,893	22,505	147,399	(46,772)	(13,946)	4,499	(24,215)	(7,391)	(51,741)	0	0	(332)	(1,635)	(8,343)
25	2041/42	121,805	10,972	(2,387)	(5,968)	124,422	1,609	786	2,184	1,931	22,955	153,886	(47,708)	(14,225)	4,639	(24,820)	(7,576)	(53,035)	0	0	(341)	(1,676)	(8,552)
26	2042/43	123,091	11,088	(2,412)	(6,031)	125,736	1,641	810	2,227	1,969	21,049	153,432	(48,662)	(14,509)	4,782	(25,441)	(7,765)	(32,010)	0	0	(457)	(1,717)	(8,042)
27	2043/44	126,782	11,421	(2,485)	(6,212)	129,506	1,674	834	2,272	2,009	21,470	157,765	(49,635)	(14,799)	4,930	(26,077)	(7,959)	(32,811)	0	0	(469)	(1,760)	(8,243)
28	2044/45	130,584	11,763	(2,559)	(6,398)	133,390	1,707	859	2,317	2,049	21,899	162,222	(50,628)	(15,095)	5,083	(26,729)	(8,158)	(33,631)	0	0	(481)	(1,804)	(8,449)
29	2045/46	134,500	12,116	(2,636)	(6,590)	137,390	1,742	885	2,364	2,090	22,337	166,808	(51,640)	(15,397)	5,240	(27,397)	(8,362)	(34,472)	0	0	(493)	(1,849)	(8,660)
30	2046/47	138,534	12,480	(2,715)	(6,788)	141,511	1,776	911	2,411	2,132	22,784	171,525	(52,673)	(15,705)	5,403	(28,082)	(8,571)	(35,334)	0	0	(505)	(1,896)	(8,877)
31	2047/48	145,432	13,101	(2,850)	(7,126)	148,558	1,812	939	2,459	2,174	24,545	180,487	(53,727)	(16,019)	5,570	(28,784)	(8,785)	(48,860)	0	0	(456)	(1,943)	(9,508)
32	2048/49	146,968	13,240	(2,880)	(7,201)	150,126	1,848	967	2,508	2,218	24,903	182,570	(54,801)	(16,340)	5,742	(29,504)	(9,005)	(48,786)	0	0	(474)	(1,992)	(9,704)
33	2049/50	151,375	13,637	(2,967)	(7,417)	154,628	1,885	996	2,558	2,262	25,252	187,581	(55,897)	(16,666)	5,920	(30,241)	(9,230)	(48,544)	0	0	(493)	(2,041)	(9,899)
34	2050/51	155,915	14,046	(3,056)	(7,639)	159,266	1,923	1,026	2,610	2,307	25,589	192,720	(57,015)	(17,000)	6,103	(30,997)	(9,461)	(48,111)	0	0	(513)	(2,092)	(10,093)
35	2051/52	160,591	14,467	(3,147)	(7,869)	164,042	1,961	1,056	2,662	2,353	25,913	197,988	(58,156)	(17,340)	6,291	(31,772)	(9,697)	(47,456)	0	0	(535)	(2,145)	(10,286)
36	2052/53	165,407	14,901	(3,242)	(8,105)	168,962	2,000	1,088	2,715	2,401	26,220	203,386	(59,319)	(17,686)	6,486	(32,567)	(9,940)	(46,548)	0	0	(559)	(2,198)	(10,475)
37	2053/54	170,367	15,349	(3,339)	(8,348)	174,029	2,041	1,121	2,769	2,449	26,802	209,210	(60,505)	(18,040)	6,687	(33,381)	(10,188)	(48,283)	0	0	(570)	(2,253)	(10,755)
38	2054/55	175,476	15,809	(3,439)	(8,598)	179,248	2,081	1,154	2,825	2,498	27,402	215,208	(61,715)	(18,401)	6,893	(34,215)	(10,443)	(50,133)	0	0	(581)	(2,310)	(11,045)
39	2055/56	180,739	16,283	(3,542)	(8,856)	184,624	2,123	1,189	2,881	2,547	28,022	221,386	(62,949)	(18,769)	7,106	(35,071)	(10,704)	(52,113)	0	0	(592)	(2,367)	(11,345)
40	2056/57	186,159	16,772	(3,649)	(9,122)	190,161	2,165	1,225	2,939	2,598	28,663	227,751	(64,208)	(19,144)	7,326	(35,947)	(10,972)	(54,234)	0	0	(603)	(2,427)	(11,655)

Business plan cashflows now include inflation and funding costs on page 3 of this item

Funding Fees and Interest

Year	Year	Total Spend £'000	Net Cashflow £'000	Net Cashflow Before Funding £'000	Arrangement Fees £'000	Commitment Fees £'000	Annual Fees £'000	Interest Receivable £'000	Interest Payable £'000	Purchase Price / Dowry £'000	Net Loan Drawdown / (Repayment) for Period £'000	Increase / (Decrease) in Cash Balances £'000	Opening Balance Cash / (Overdraft) £'000	Closing Balance Cash / (Overdraft) £'000	Closing Loans Balance £'000
1	2017/18	(92,259)	(7,883)	(7,883)	(1,188)	(600)	(20)	0	(261)	0	9,951	0	0	0	9,951
2	2018/19	(93,630)	(9,343)	(9,343)	0	(525)	(20)	0	(786)	0	10,674	0	0	0	20,625
3	2019/20	(94,997)	(9,535)	(9,535)	0	(445)	(21)	0	(1,393)	0	11,394	0	0	0	32,020
4	2020/21	(97,061)	(10,511)	(10,511)	0	(354)	(21)	0	(2,085)	0	12,971	0	0	0	44,991
5	2021/22	(99,170)	(10,234)	(10,234)	0	(261)	(22)	0	(2,804)	0	13,320	0	0	0	58,311
6	2022/23	(92,390)	(2,131)	(2,131)	0	(346)	(22)	0	(3,483)	0	5,981	0	0	0	64,293
7	2023/24	(94,370)	(1,610)	(1,610)	0	(291)	(22)	0	(3,818)	0	5,742	0	0	0	70,034
8	2024/25	(96,496)	257	257	0	(252)	(23)	0	(4,100)	0	4,118	0	0	0	74,153
9	2025/26	(98,670)	(692)	(692)	0	(202)	(23)	0	(4,369)	0	5,286	0	0	0	79,439
10	2026/27	(100,894)	(193)	(193)	0	(154)	(24)	0	(4,665)	0	5,035	0	0	0	84,474
11	2027/28	(99,631)	1,561	1,561	0	0	(24)	0	(4,909)	0	3,372	(0)	0	0	87,846
12	2028/29	(101,869)	2,157	2,157	0	0	(25)	0	(5,089)	0	2,957	0	0	0	90,803
13	2029/30	(104,157)	2,783	2,783	0	0	(25)	0	(5,244)	0	2,486	0	0	0	93,289
14	2030/31	(106,498)	5,137	5,137	0	0	(26)	0	(5,321)	0	210	(0)	0	0	93,499
15	2031/32	(108,891)	4,132	4,132	0	0	(26)	0	(5,363)	0	1,257	0	0	0	94,756
16	2032/33	(106,220)	10,471	10,471	0	0	(27)	0	(5,250)	0	(5,194)	0	0	0	89,562
17	2033/34	(108,595)	11,370	11,370	0	0	(27)	0	(4,919)	0	(6,424)	(0)	0	0	83,138
18	2034/35	(111,024)	12,310	12,310	0	0	(28)	0	(4,515)	0	(7,767)	0	0	0	75,371
19	2035/36	(113,507)	15,257	15,257	0	0	(28)	0	(3,973)	0	(11,255)	0	0	0	64,116
20	2036/37	(116,047)	14,315	14,315	0	0	(29)	0	(3,341)	0	(10,945)	0	0	0	53,172
21	2037/38	(140,081)	(4,422)	(4,422)	0	0	(30)	0	(3,248)	0	7,699	0	0	0	60,871
22	2038/39	(143,272)	(3,809)	(3,809)	0	0	(30)	0	(3,682)	0	7,521	0	0	0	68,393
23	2039/40	(146,537)	(3,162)	(3,162)	0	0	(31)	0	(4,104)	0	7,297	0	0	0	75,689
24	2040/41	(149,877)	(2,477)	(2,477)	0	0	(31)	0	(4,512)	0	7,021	0	0	0	82,710
25	2041/42	(153,293)	593	593	0	0	(32)	0	(4,834)	0	4,272	0	0	0	86,982
26	2042/43	(133,822)	19,610	19,610	0	0	(33)	0	(4,527)	0	(15,051)	0	0	0	71,931
27	2043/44	(136,823)	20,941	20,941	0	0	(33)	0	(3,605)	0	(17,303)	0	0	0	54,628
28	2044/45	(139,892)	22,330	22,330	0	0	(34)	0	(2,549)	0	(19,747)	0	0	0	34,881
29	2045/46	(143,031)	23,777	23,777	0	0	(35)	0	(1,349)	0	(22,394)	0	0	0	12,488
30	2046/47	(146,240)	25,285	25,285	0	0	0	228	(366)	0	(12,488)	12,659	0	12,659	-0
31	2047/48	(162,514)	17,973	17,973	0	0	0	771	0	0	0	18,744	12,659	31,403	-0
32	2048/49	(164,863)	17,707	17,707	0	0	0	1,434	0	0	0	19,140	31,403	50,543	-0
33	2049/50	(167,094)	20,488	20,488	0	0	0	2,165	0	0	0	22,653	50,543	73,196	-0
34	2050/51	(169,180)	23,540	23,540	0	0	0	3,026	0	0	0	26,566	73,196	99,762	-0
35	2051/52	(171,095)	26,893	26,893	0	0	0	4,032	0	0	0	30,925	99,762	130,688	-0
36	2052/53	(172,805)	30,581	30,581	0	0	0	5,199	0	0	0	35,780	130,688	166,468	-0
37	2053/54	(177,289)	31,921	31,921	0	0	0	6,498	0	0	0	38,419	166,468	204,886	-0
38	2054/55	(181,950)	33,257	33,257	0	0	0	7,890	0	0	0	41,147	204,886	246,034	-0
39	2055/56	(186,804)	34,583	34,583	0	0	0	9,379	0	0	0	43,962	246,034	289,995	-0
40	2056/57	(191,865)	35,887	35,887	0	0	0	10,968	0	0	0	46,855	289,995	336,850	-0

Purchase price =
Nil

Peak debt in Yr 15

Loan repaid in yr
30

Annex D - Appendix E - Financial Appraisal T4 Results of Stress Testing

Assumption tested	Change made from Base	Peak Debt		Repayment
		£'000	Yr	Yr
Base Position		94,756	15	30
Inflation				
Base assumption RPI 2.5% CPI 2%	RPI and CPI up 1.0%	94,550	15	29
	RPI and CPI up 0.5%	94,676	15	29
	RPI and CPI down 1.0%	94,791	15	31
	RPI and CPI down 0.5%	98,160	25	33
	RPI 3% CPI 2%	668,529	40	40+
Interest rates				
Base assumption weighted average rate of 3.70%	Rates up 1.0%	124,924	25	33
	Rates up 0.5%	104,730	25	31
	Rates down 0.5%	88,464	13	29
	Rates down 1.0%	83,886	13	28
Interest and inflation				
Base assumption weighted average rate of 3.70%	All rates up by 1.0%	111,045	25	30
RPI 2.5% CPI 2%	All rates up by 0.5%	101,474	15	30
	All rates down by 0.5%	88,492	15	30
	All rates down by 1.0%	83,012	13	30
Real rent increases				
Increase / (decrease) in Real Rents Inflation	CPI +2%	55,331	7	15
CPI +1% after initial 2 year period of rent reductions	CPI +1.5%	67,090	10	18
	CPI +0.5%	571,122	40	40+
	CPI flat	1,420,806	40	40+
Base rents				
As per business plan narrative	Base rents +2.0%	69,478	12	26
	Base rents +1.0%	81,193	13	28
	Base rents -1.0%	127,190	25	34
	Base rents -2.0%	167,401	25	37
Real increase in management costs				
Base assumption - no real increase	1.0% real increase	778,785	40	40+
	0.5% real increase	211,049	34	40+
	0.5% real decrease	74,698	11	20
	1.0% real decrease	63,997	10	18
Real increase in repairs & maintenance inflation				
Base assumption - no real increase	1.0% real increase	1,246,148	40	40+
	0.5% real increase	390,186	40	40+
	0.5% real decrease	70,267	10	19
	1.0% real decrease	57,524	7	17
Void rates				
Base assumption 1.8% p.a.	Void rate +1.0%	133,674	25	34
	Void rate +0.5%	110,328	25	32
	Void rate -0.5%	86,268	13	29
	Void rate -1.0%	79,248	13	27
Bad debts				
Base assumptions 4.50% p.a.	Bad debt rate +1.0%	133,674	25	34
	Bad debt rate +0.5%	110,328	25	32
	Bad debt rate -0.5%	86,268	13	29
	Bad debt rate -1.0%	79,248	13	27
Level of management costs				
as per business plan narrative	Management costs 10% higher	365,434	35	40+
	Management costs 5% higher	204,860	25	40
	Management costs 5% lower	59,313	10	19
	Management costs 10% lower	38,154	7	16
Level of repair & maintenance costs				
as per business plan narrative	R&M costs 10% higher	623,792	40	40+
	R&M costs 5% higher	251,532	25	40+
	R&M costs 5% lower	48,655	10	18
	R&M costs 10% lower	26,161	5	12
VAT rates on repairs & maintenance				
VAT @ 20% 25% retained	VAT @25%, 25% retained	232,601	25	40+
	VAT @22.5%, 25% retained	159,522	25	36
	VAT @17.5%, 25% retained	69,842	12	26
	VAT @15%, 25% retained	51,885	10	18

London Borough of Hammersmith & Fulham

Strategic Housing Stock Options Appraisal & H&F Residents' Commission for Council Housing

Report of the Independent Tenants' & Leaseholders' Adviser

Prepared For:



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ACKNOWLEDGEMENTS

TPAS would like to put on the record their thanks to the Residents' Commission on Council Housing, the Council, and their officers, for providing information to assist us in our role.

SECTION 1 - EXECUTIVE SUMMARY

1. The Strategic Housing Stock Options Appraisal strategy and process has been a robust and transparent one, with examples of good and best practice evident within some elements of the programme. The elements of good practice are contained within the empowerment of tenants and leaseholders by their appointment to the Residents' Commission and best practice is demonstrated by the transparency of the process in particular the filming of the public hearings and the creation of transcripts of the public hearings which were all available to view and download from the Residents' Commissions' independent website.
2. There is a growing and reasonable awareness but low interest level amongst tenants and leaseholders that TPAS spoke to and engaged with regarding the independent Residents' Commission programme. In the latter stages of the programme, the tenants and leaseholders' awareness did increase. At the conclusion of the programme evidence from the sample opinion survey of tenants and leaseholders' conducted by TPAS suggested that 34% of tenants and leaseholders' were aware of the Residents' Commission programme.
3. From results of the sample opinion survey, created by the Residents' Commission, and carried out by TPAS, the satisfaction levels amongst tenants and leaseholders about their location, (78%) the quality of their home (58%) is comparatively high. Tenants and leaseholders were particularly satisfied about the location of their homes, with the proximity to transport links and shops, a clear advantage. The feedback regarding the quality of their immediate neighbourhood (48%) and housing service (51%) is reasonable, but does not compare with high performance benchmarks of other Registered Providers locally or previously recorded tenant satisfaction levels within the Borough.
4. From the range of observations made at residents meetings, there is recognition, amongst the tenant and leaseholder population, of the uncertainty created by the former Council Administration's policy of selling council properties to the private sector.
5. Evidence from residents meetings demonstrate that there is also some concern from tenants about stock transfer, in particular the issues of tenancy security and rent levels. There is also real concern from tenants about the Government's recent budget announcements, made in July 2015, their implications for social housing in general, but specifically Local Authority Housing in Hammersmith & Fulham.
6. The results of the Financial Appraisal demonstrate that Hammersmith & Fulham Council cannot afford to retain housing stock based on the Chancellor's rent charging instructions, without breaching the Government HRA debt cap of £254m or making significant reductions in capital investment works. The Council would be required to manage a shortfall in the capital works to stock and make efficiency savings to revenue costs in the region of £67m. However a successful stock transfer business plan is predicated on negative transfer valuation of £-15m, a large Treasury debt write off of £208m, potentially with a requirement for a 75% VAT shelter agreement with the Government and HM Revenue & Customs (HMRC).
7. The stock condition survey revealed that the Council housing stock is in relatively good condition but that further investment is required to communal facilities such as lifts, staircases and communal areas.
8. The Residents' Commission recommendations were formed in September and concluded in October 2015. The Residents' Commission decided that, of the options examined for the

future of council housing, to recommend a large scale voluntary transfer of all council housing (with the exception of those homes on the West Kensington and Gibbs Green estates) to a single, stand alone, not-for-profit Private Registered Provider constituted on the community gateway model.

SECTION 2 – BACKGROUND

1. TPAS was appointed by the Council on 10th April 2015 as the Independent Tenant’s and Leaseholder’s Adviser (ITLA) for Hammersmith & Fulham Council’s independent Residents’ Commission programme, and our work to support the Residents’ Commission concluded at the end of November 2015. At the beginning of the programme it was confirmed that TPAS would be directly accountable to the Residents’ Commission and work alongside the Residents’ Commission Council programme team.
2. The Residents’ Commission, comprising of 6 tenants, 3 leaseholders and 4 professional independent members, was created early in 2015 in response to Council’s commitment to “Work with council housing residents to give them ownership of the land their homes are on”.
3. The remit of the Residents’ Commission was to take responsibility for having strategic oversight of a Borough wide Strategic Housing Stock Options Appraisal process, on behalf of the Council in accordance with existing guidance from Government and to make a recommendation to the Council evidenced by their work.
4. TPAS was appointed to be accountable to the Residents’ Commission to provide independent advice to just over 12,000 council tenants and 4,700 leaseholders about the Stock Option Appraisal process and its implications to allow tenants and leaseholders to offer informed views about the process, and to brief Council staff on the progress of the study.
5. Shortly after its formation the Residents’ Commission committed to look at how the Council can:-
 - Safeguard council homes and estates for the future
 - Protect tenants’ rights and keep rents and service charges at levels residents can afford
 - Give residents’ greater local control over their homes
 - Fund improvements to homes and housing services

SECTION 3 - AIMS

1. In following good practice and in accordance with the brief the independent Residents' Commission engaged TPAS to:-
 - a. Work with the Council Resident Involvement team and the Residents' Commission to develop an engagement programme with 3 key elements: -
 - i. Raise awareness, as well as promote and encourage Residents' to participate through a variety of methods.
 - ii. Offer an information and education programme in order for tenants and leaseholders to become more knowledgeable and more confident about the options available to them.
 - iii. Deliver a consultation programme for the options being considered in detail by the Residents' Commission.
 - b. Develop appropriate materials for the Engagement Plan with the assistance of the Communications adviser;
 - c. Implement the Engagement Plan with the support of the Resident Involvement team;
 - d. Conduct a skills assessment of the Residents' Commission;
 - e. Design and implement a training programme for the Residents' Commission;
 - f. Conduct a survey of tenants' and leaseholders' at the start and the end of the Engagement Programme to gain a robust view of the of their opinions regarding housing options and what they would like to see from their landlord in the future;
 - g. Set up a telephone hotline for residents' to provide advice and information for residents;
 - h. Assess at regular intervals the effectiveness of the engagement programme and make adjustments as appropriate;
 - i. Preparation of draft and final reports from the ITLA for inclusion as an appendix to the SHSOA Report;
 - j. Liaison with and input into the work of the Legal, Communications and Property Advisers to the Programme, as well as the Financial Adviser;
 - k. Liaison and briefing with members of the Residents' Commission;
 - l. Liaison with officers in Housing and specifically the Residents Involvement team throughout the appraisal process;
 - m. Liaise externally and negotiate with the GLA, HCA and DCLG where necessary.

SECTION 4 - OBJECTIVES

1. In accordance with the contractual tender our specific objectives were:
 - a. To be a visible source of independent information and advice for residents;
 - b. To make this advice and guidance available and accessible to tenants and leaseholders through appropriate channels;
 - c. To advise the Council on the appropriate design and delivery approach for the engagement programme, support the development of a communication and consultation strategy, drawing on our expertise and knowledge of best practice across the sector;
 - d. To scrutinise the Stock Options Appraisal process, information and assumptions underpinning the recommendations for the future of council housing in Hammersmith & Fulham; and
 - e. To proactively contact 2,500 tenants and leaseholders and engage them in the Stock Options Appraisal undertaken by the Residents' Commission.

SECTION 5 - METHODOLOGY

1. Our brief required that TPAS provided the following activities:
 - a. Support the creation of a communication and consultation strategy;
 - b. Advice through provision of a free phone and email response service to tenants and leaseholders;
 - c. Creation of Frequently Asked Questions information sheets and Glossary of Terms both of which were publicised on the independent Residents' Commission of Council Housing website;
 - d. Attend and contribute to Residents' Commission closed meetings and Public Hearings by provision of advice and information;
 - e. Support the capacity of the Residents' Commission by creation and a Skills Audit for completion by the Residents' Commissioners, the completion of a Training Needs Assessment and Training Plan, and the delivery of a training session on Social Housing Law and Regulation;
 - f. Attend public meetings of the Borough wide Tenants Forums, the Leaseholders' Forums, the Housing Representatives Forums, the Borough Forums and the Borough Leaseholders Conferences and offer advice and information to tenants and leaseholders;
 - g. Attend and present at the Sheltered Housing Forum;
 - h. Attend meetings of existing Tenants and Residents Associations to raise awareness and answer questions;
 - i. Attend the Council Residents Involvement 'roadshow' engagement programme covering separate estates across the Borough to promote the work of the Residents'

- Commission and strengthen the existing tenant and leaseholder participation structure;
- j. Door knock estates to raise awareness of the work of the Residents' Commission;
 - k. Attend sheltered schemes in co-ordination with Specialist Housing Officers to talk to elderly tenants about the work of the Residents' Commission and answer questions;
 - l. Attend and liaise with Third Sector Organisations and their community activities;
 - m. Create and present monthly staff briefings for Council and Pinnacle staff in each of the 4 offices throughout the Borough;
 - n. Provide information in publications circulated by the Residents' Commission;
 - o. Carry out a face to face sample opinion survey created by the Residents' Commission across pre-selected tenants and leaseholders throughout the Borough at the conclusion of the programme; and
 - p. Provide a Final Report of the findings of our work to support the Residents' Commissions understanding of tenants and leaseholders views and assist to shape their recommendations to Council on the future of Council housing in Hammersmith & Fulham.

SECTION 6 - HAMMERSMITH & FULHAM OPTIONS AND CONTEXT

1. Hammersmith & Fulham Council owns 17,000 homes across the borough. It consists of 12,300 council homes, 4,700 leaseholders. The vast majority of these homes meet Decent Homes Standard.
2. Demographically, 40% of the residents are either White British or White Irish, with 29% Black African or Black Caribbean or Black other as the predominant ethnicity.
3. Statistics provided by Officers indicates that Council tenants are likely to be in poorer health and older than other housing sectors within the Borough.
4. There are four predominant non English languages used in Hammersmith & Fulham. These are Spanish, Arabic, Polish and Somali.
5. Although the stock is predominantly one and two bedroomed accommodation, spread in blocks over large estates such as White City Estate, Clem Atlee Estate, Edward Woods Estate, West Kensington Estate, Sullivan Court and Charecroft Estate, including over 130 high rise blocks of flats. There are also almost 4,500 street properties across the Borough, and 22 sheltered housing category 1 schemes.
6. The housing service is managed by a split of in-house staff (who deliver housing management services in the north and manage boroughwide concierge and sheltered properties) and by long-term housing management contracts with:-
 - Pinnacle Housing Ltd., (who manage caretaking and cleaning boroughwide and; housing management services in the south of the Borough),
 - Quadron Services Ltd., (who manage Borough wide grounds maintenance) and;

- Mitie Property Services Ltd., (who deliver the Borough wide repairs and maintenance and planned and cyclical maintenance).
7. Property values in Hammersmith & Fulham are the third most expensive in the UK.
 8. Void turnover is generally very low (approx. 2.5% pa) due to the high cost of alternative tenure housing within the locale, and the relatively low weekly rental of local authority properties. Therefore all the Council social housing communities within Hammersmith & Fulham are stable.
 9. The tenants and leaseholders of the council estates of West Kensington and Gibbs Green Estates (538 homes) have not been consulted or engaged in this stock options appraisal process as the estates are subject to a Conditional Land Sale Agreement (CLSA) with the private developer Capital & Countries plc. (Capco).
 10. In May 2014, the control of the Council changed to the Labour Party and as such the newly elected Council initiated the Stock Options Appraisal to examine ways to give council housing residents ownership of the land their homes are on. In December 2014, the Cabinet agreed the future social housing options to be considered by the Residents' Commission. These were:-
 - i. Transfer stock to a Community Gateway
 - ii. Transfer to a CoCo.
 - iii. Transfer Management to ALMO
 - iv. Transfer management to Tenant Management Organisation (TMO)
 - v. Transfer stock to Community Mutual
 - vi. Transfer land not stock to Community Land Trust
 - vii. Transfer stock to a Registered Provider (RP)
 - viii. Partial transfer of stock
 - ix. Retention of housing stock
 11. Hammersmith & Fulham Council is looking to safeguard council social housing across the Borough with the demand for social in Hammersmith & Fulham expected to increase. During the programme current waiting lists for council housing numbered 900 applicants. Local house price rises make it even more difficult for people to buy their own homes, with average house prices comparatively very high when compared to the majority of other London Boroughs.
 12. During the Stock Options Appraisal, there were a number of Central Government announcements which directly affected the outcome of this programme including:-
 - a. The commitment to introduce the Right-To-Buy for Housing Association tenants;
 - b. The commitment for Local Authorities who retained council housing ownership to sell off high value voids;
 - c. The introduction of Government policy to instruct all Registered Providers to reduce weekly rental by 1% in real terms annually for the period 2016-20;

- d. The reduction of the financial thresholds of High Income Social Tenancies (HIST) from £60,000 to £40,000 per household;
- e. The reduction of the overall welfare benefit cap from £26,000 per annum to £23,000 per annum;
- f. The confirmation of the introduction of Universal Credit; and
- g. The removal of Housing Benefit eligibility for those tenants who are 18-21 years of age.

SECTION 7 - ITLA Work Programme

Attendance at Residents' Commission closed meetings

1. As an ITLA, TPAS worked for and on behalf of tenants and leaseholders of Hammersmith & Fulham Council. One of the ways that TPAS is able to protect integrity and impartiality is to work closely with a residents' group. It was agreed that TPAS would work operationally through the Residents' Commission that contributed to the appointment. From the beginning of the appointment TPAS worked closely with the Residents' Commission, attending all closed meetings, contributing written evidence and to the deliberations of the Commission members.

2. Attendance at Residents' Commission public hearings

3. As ITLA, TPAS attended Public Hearings and was available for any tenants or leaseholders questions. The Residents' Commission created 9 Public Hearings throughout the Borough to inform the evaluation where key witnesses from the Council and other organisations attended so that the Residents' Commission members could learn from alternative delivery strategies, evaluate and deliberate the data offered by the alternative housing provider staff, advisers and Council staff to shape their recommendation to the Council.

4. Attendance at Residents' Commission workshops

5. As ITLA TPAS attended all of the Residents' Commission workshops and informal meetings and guided the debate regarding lessons learnt through the course of the programme. TPAS also offered information guidance and support for the Commissioners' considerations.

6. Attendance at Residents Involvement teams estate engagement events

7. As ITLA, TPAS supported the Council Residents Involvement team to attend 19 estate engagement events, throughout the Borough knocking on over 1,500 doors, and directly engaging over 200 tenants and leaseholders on the work of the Residents' Commission and strengthening the Council's Residents Involvement strategy via the completion of 381 Council opinion surveys.

8. Attendance at Tenants and Residents' Meetings

9. As ITLA TPAS wrote to all 32 recognised Tenants and Residents Associations within the Council area and sent reminders at key stages of the programme and has supported the Resident Involvement team to establish new TRAs to be formed over the course of the Residents' Commission work programme. TPAS attended 9 TRA meetings as well as a

Hammersmith & Fulham Federation of Tenants and Residents Association meeting. In the region of 70 tenants and leaseholders were engaged as part of this process.

10. **Attendance at Borough Forums, Housing Representatives Forums, Annual Leaseholder Conference and Sheltered Housing Forums**
11. TPAS attended 3 Borough Forums, 4 Representatives Forums, a Leaseholder Annual Conference, 3 Leaseholders Forums and 2 Sheltered Housing Forums to talk about the work of the Commission. These events were attended by a total of approximately 450 tenants and leaseholders.
12. **Attendance at sheltered housing schemes drop ins**
13. In recognition of what is proportionately a larger elderly tenant profile TPAS attended drop-ins at 22 sheltered housing schemes and informally talked to approximately 100 tenants about the work of the Residents' Commission.
14. **Contact and attendance at Third Sector events**
15. TPAS contacted over 45 Third Sector Organisations directly (See Appendix 1) and a further 100 organisations through the Sobus network. TPAS attended meetings at a wellbeing event for the Somali community, met with the Sobus organisation, MENCAP, CITAS (a specialist local translation organisation) and the Advice Station (Law) Centre to discuss implications of the Residents' Commission work. TPAS also attended the White City Summer Festival.
16. TPAS researched and applied the translation needs of the residents and confirmed the main language used locally as Spanish, Arabic, Somali and Polish. Therefore TPAS engaged CITAS to offer translation to those communities about the work of the Residents' Commission.
17. **Production of a Factsheet and Frequently Asked Questions and Glossary of Terms**
18. TPAS produced a Frequently Asked Questions sheet and Glossary of Terms for the Residents' Commission website.
19. **Responses to questions posed by tenants and leaseholders via email**
20. TPAS has responded to over 260 separate written email enquiries from several tenants and leaseholders that were published on the Residents' Commission website.
21. **Production of briefing notes for Residents' Commission**
22. Throughout the programme TPAS produced guidance reports on community mutual social housing models in particular co-operative housing, Community Gateway and Community Land Trust models.
23. **Management of a confidential tenants and leaseholders freephone telephone advice line**
24. TPAS staffed a confidential telephone helpline which was used by over 50 tenants and leaseholders throughout the programme. Many of the calls focused upon day-to-day housing management complaints but there were also a number of resident enquiries centred on the Government's announcements made in July 2015 on the future of social housing.

25. **Provision of a dedicated information TPAS website page as well as provision of information for the Residents' Commission website**
26. TPAS created a link from its own website to the Residents' Commission dedicated website created articles and created a Resident's engagement programme of events. (Appendix 2)
27. **Attendance at ITLA workshops**
28. TPAS attended regular ITLA workshops with programme staff to feedback and plan the ITLA work programme. TPAS also supported the creation of a Council's Communication and Consultation Strategy to ensure that tenants, leaseholders and staff were engaged as far as possible into the programme and the Commission's work.
29. **Attendance at Council staff briefings**
30. TPAS attended regular staff briefings four times per month to update Council staff to the work of the Residents' Commission. In excess of 200 staff attended these briefing sessions.
31. **Attendance at Delivery Team Meetings with officers and advisers**
32. TPAS attended regular Delivery Team meetings with the Residents Commission's programme staff and liaised with the other appointed advisers, Trowers & Hamblins LLP, who provided legal advice, Savills (UK) Ltd., who undertook the stock condition survey, SKV Communications Ltd., who undertook communications work and Capita Property and Infrastructure Ltd., who undertook the review of the Housing Revenue Account (HRA) business plan and created notional financial business plans for a stock transfer model.
33. **Summary Actions**
34. In the contract period May to October 2015, TPAS as Independent Tenants' and Leaseholders' Adviser has directly;
 - a. knocked on 1,500 tenants and leaseholders doors across 19 estate engagement events,
 - b. knocked on a further 1,412 pre-selected tenants homes as part of the residents opinion survey,
 - c. engaged with over 1,200 residents on a one-to-one basis across the course of 73 meetings at sheltered schemes, residents association meetings, estate engagement events and community events,
 - d. engaged with a further 296 tenants and leaseholders via face to face interviews on their doorsteps,
 - e. conducted 53 residents opinion survey,
 - f. responded to 51 freephone enquiries,
 - g. responded to 258 email questions from one individual tenant and one leaseholder.
35. Across the programme, TPAS directly engaged 1,732 residents, the majority of which have been on a one-to-one basis.
36. All these points of contact were used to promote the work of the Residents' Commission and to encourage tenants and leaseholders to form Tenants and Residents' Associations in accordance with Council policy, and to offer views and opinions about the views of the

current and future standards of Council social housing and the aims and objectives of the Residents' Commission.

37. Our public events have included attendance at:-
 - a. 22 sheltered scheme drop ins to talk to elderly tenants
 - b. 6 Borough wide public meetings
 - c. 9 Registered Tenants & Residents' Association Meetings
 - d. 19 Estate engagement events working in partnership with Residents Involvement Staff, where TPAS staff supported the completion of 381 council residents opinion surveys in order to raise awareness of the Residents' Commission and strengthen residents participation in the Borough
 - e. 3 fun day/community events
 - f. 9 Public Hearings held by the Residents' Commission.
- 38. Door knocking**
39. During our estate engagement events TPAS staff has taken the opportunity to be proactive and have door knocked each estate that TPAS have worked on to date. During these 19 estate engagement events, TPAS has door knocked over 1,500 council homes to engage tenants and leaseholders and raise awareness of the Residents' Commission and to encourage a strengthening of the current resident participation structure within the Housing Department. Where there was no answer, a copy of the Residents' Commission newsletter and publicity regarding getting involved in resident engagement was posted to each home.
- 40. Community Events**
41. In July 2015, TPAS worked with council officers to obtain a stand at the White City Summer Festival where TPAS informally engaged residents about the work of the Residents' Commission.
- 42. Tenants and Resident's Associations**
43. All 32 registered Tenants and Resident Associations were contacted by letter and follow up email and phone call to invite them to use the services of the ITLA. 9 TRAs responded to the invitation and TPAS met with those that responded.
- 44. Hammersmith & Fulham Secondary Schools**
45. TPAS contacted a selection of secondary schools in the Borough by phone and email and issued them all with copies of the Residents' Commission newsletters with a request to attend parent teacher end of summer term events to talk to parents who lived in council accommodation about the work of the Residents' Commission. Unfortunately no school positively responded, although it was recognised that the schools were preparing for the end of term summer break. The schools contacted are listed in Appendix 2.
- 46. Resident's opinion survey**
47. TPAS door knocked 1,412 council tenants and leaseholders to consult residents face to face by use of a residents' opinion survey. These 1,412 homes were preselected to ensure

that residents in all parts of the Borough were evenly consulted and offered to opportunity to contribute.

48. Where the tenants or leaseholders were not in TPAS issued a 'no access' letter inviting the occupier to make an appointment with TPAS and TPAS also posted a copy of the Residents' Commission explanatory booklet.

49. Residents' Commission Evidence Gathering Visits and Learning

50. The Commission undertook a number of evidence gathering visits to other housing providers to look at the way they operate, their key challenges and successes to date. The Residents' Commission undertook visits to Phoenix Community Housing in Lewisham, Watford Community Housing Trust, Poplar HARCA, Kensington and Chelsea TMO, Shepherds Bush Housing Group, the Barnet Homes ALMO and Wandsworth Council. Residents' created blogs after each of these visits which were uploaded to the dedicated Residents' Commission website. Meetings were also arranged with the Catalyst Housing Group. TPAS did not attend these study visits.

51. In addition a small number of the Residents' Commission undertook to attend a training session with TPAS on Social Housing Law and Regulation and a Housing Finance session with the Council's financial adviser, Capita Property & Infrastructure Ltd.

52. Public Hearings

53. Nine public hearings took place across the Borough with expert witnesses from the Council, (both officers and residents) other social housing providers and external advisers providing evidence to the Commission on a range of topics from tenancies and tenancy management to investment in the stock, rent setting, regeneration, planning and residents involvement options.

54. Each hearing was videoed and transcribed and uploaded to the Residents' Commission website and residents and staff was welcome to attend and observe.

55. TPAS role working with the Residents' Commission

56. TPAS attended Residents' Commission closed meetings, as Independent Tenants' and Leaseholders' Advisers and as many of the Residents' Commissions planned events as possible to support residents and to ensure accurate and consistent information was given to tenants and leaseholders attending the local meetings and drop-ins and to provide independent and impartial advice.

57. The ITLA work programme was developed, discussed and agreed with both the Residents' Commission and the Council programme team, initially to engage with tenants and leaseholders to raise awareness and understanding of the work of the Residents' Commission, to highlight different priorities and housing options for the future, and encourage and enable tenants and leaseholders who might not normally get involved, to do so whilst they began to influence the future of the housing service and the outcome of the Independent Residents' Commission process.

58. TPAS also commented on and approved all draft Residents' Commission newsletters and their website.

59. Sample ITLA Survey Results

60. The Residents' Commission developed a residents opinion survey (Appendix 3) and tasked TPAS with targeting 1,412 preselected addresses throughout the Borough. At the midpoint of the programme TPAS door knocked each home at a variety of times day evening and weekend in order to engage with tenants and leaseholders. If the occupier was not in a 'no access' letter was dropped through the door and the occupier was invited to contact TPAS to arrange an appointment to carry out the survey. The survey itself was not posted, and the survey was not available online.
61. The outcome of the exercise was that 1,412 doors were knocked by TPAS staff in a two week period. However only 296 residents were in (21%) and of those who were in only 53 agreed to complete the survey (18%).
62. The output of only 53 completed surveys was extremely disappointing. However in the final analysis this experience can be used as a positive learning experience for future consultation strategies.
63. The detail of the survey responses is outlined in Appendix 4.
64. **Summary of views from the opinion survey**
65. The majority of the sample residents interviewed by TPAS were council tenants (96%) who lived in high rise (55%) or low rise (41%) flats as part of an estate (90%).
66. Those residents interviewed are satisfied with where they live (78%) and are reasonably satisfied comparatively with the condition of their home (58%) and the shared communal space around their home (48%).
67. In response to the open questions residents like the space standards and their new kitchens and bathrooms. There was some negative feedback from residents who need larger accommodation, and feedback about damp conditions in flats and for estates to be modernised.
68. There was positive feedback about estates space standards with good play facilities for children. There was negative feedback about parking, poor condition of lifts and better cleaning services.
69. Tenants are reasonably satisfied with the housing service (51%).
70. In response to the open questions, the repairs service attracted both the most positive and negative feedback as well as the cleaning and caretaking services being the most commented on both positively and negatively.
71. There was a reasonable level of awareness of and interest in the Residents' Commission (34%).
72. The vast majority of those interviewed thought it was important to have more control over the future of housing and the services received (78%), with residents wanting a say in how housing money is spent (55%), planning the future of housing (48%) managing their homes (48%) having a vote on major decisions (61%) and taking part in consultation events (48%). 27% of those interviewed also thought they would like to be interested in being on the board of the housing organisation.
73. In the TPAS sample survey there was positive feedback regarding the need for modernisation or redevelopment of estates (76%) although the biggest concern was the tenants rehusing options, in the event they would be moved. Residents were also

positive about redesigning of estates (60%) particularly to improve parking and estate security (60%).

74. Residents also agreed that there was a need to build new homes (58%). Residents felt that the construction of new social housing would be a positive impact with the clear need for more family homes.
75. Residents felt that there should be more community activities which could provide new employment opportunities (73%) particularly should those programme's focus upon the youth and creating more apprenticeship opportunities locally.
76. The council housing community is highly stable with the vast majority of tenants interviewed living in their home for over 10 years, (62%) the majority of whom are in full or part time employment (54%) and in generally good health (79%).
77. It is to be noted that the TPAS survey although undertaken throughout the Borough, only yielded 53 responses and was intended to be used as an independent litmus test of the Council's telephone survey which was far more extensive and yielded 750 responses and is therefore statistically accurate.
78. More importantly the research results from the Council's research company, NEMS Market Research Ltd, offered broadly similar results and views of tenants and residents to those reported above. However, there were significant differences in three key areas.
79. The NEMS telephone research resident responses were less positive around the following questions:-

Question	NEMS Yes	TPAS Yes
Thinking about the future, provided you and other residents were fully consulted, do you think the area or estate where you live could be improved by modernisation or redevelopment?	40%	76%
Thinking about the future, provided you and other residents were fully consulted, do you think the area or estate where you live could be improved by redesigning some of the existing space?	47%	60%
Thinking about the future, provided you and other residents were fully consulted, do you think there could be a need to build some new homes in the area or estate where you live?	35%	58%

SECTION 8 - GENERAL FINDINGS

1. Hammersmith & Fulham Council initiated the Strategic Housing Stock Options Appraisal following a change in political administration of the Council in 2014 as a direct result of the incumbent political party's manifesto promise to "work with council housing residents to give them ownership of the land their homes are on".
2. At the time of the creation of the Residents' Commission the Council had also initiated a change in their Residents Involvement strategy. The previous Council had worked with tenants and leaseholders through a formal network of 32 registered Tenants & Resident's

Associations although funding for the Hammersmith & Fulham Federation of Tenants and Resident's Associations (HAFFTRA) via the tenants levy had been withdrawn.

3. The new Council strategy encouraged the formation of more Tenants & Residents Associations and introduced a more robust tenant and leaseholder scrutiny structure and encouraged a philosophy to deliver housing services in partnership with residents.
4. From informal resident feedback to TPAS this change in Council strategy has been universally welcomed by the residents at large, who now feel that Council staff listen to their views and are more responsive to their needs.
5. In the final analysis, from informal feedback to TPAS, tenants and leaseholders broadly welcome the new communication strategy of the Council, support the aims and objectives of the Residents' Commission but remain cautious over the ability of the Council to enter into partnership with private developers which may directly impact of the future of their social housing home.
6. The forming of the Residents' Commission, with the decision to include professional independent members, was a unique approach when compared to the approach and strategies adopted by many other local authorities who have conducted Housing Stock Options Appraisals. This has allowed a more independent and free control of the programme, although, importantly, the principles of good practice as published by Government have been followed.
7. In addition the format of adopting the methodology of the Government's Public Accounts Committee and holding Public Hearings in public venues across the Borough has allowed the work of the Residents' Commission to be carried out and scrutinised in full view of the local public. Each public hearing heard from a range of witnesses, including officers and residents from the Council and other social housing providers, specialist housing advisers and Third Sector Organisations.
8. The Residents' Commission also made the positive decision to videotape all 9 Public Hearings and upload the film of each Hearing to social media and the Residents' Commission website. Each Public Hearing was also transcribed and the text uploaded to the independent Residents' Commission website which offered innovation and transparency again unique in Housing Stock Option Appraisal process. In the final analysis the Residents' Commission's independent website received over 18,000 hits in the duration of the programme.
9. The Residents' Commission has worked with the Council to appoint suitably qualified and experienced advisers to offer detailed reports on the Council communications, and residents' views, a detailed scrutiny of stock condition and impartial reconstruction of the Housing Revenue Account (HRA) business plan all of which were presented clearly to the Residents' Commission to allow informed recommendations to be made.
10. The Residents' Commissions' recommendations has taken account of the Government announcement made through the Chancellor of the Exchequer in July 2015 and the publication of the Housing Bill on 13th October 2015, to introduce new Housing legislation which directly affects the income levels and Business Plans of all Registered Providers but has the potential to significantly and negatively affect the London Borough of Hammersmith & Fulham.

11. At the conclusion of the programme evidence suggested that the Residents Involvement structure had been strengthened, and awareness of the aims and objectives of the Residents' Commission has increased steadily over the 6 month period so that 34% of tenants and leaseholders were aware of the Residents' Commission.
12. The Residents' Commission members themselves have learnt an incredible volume of information about their own Council housing stock, and the housing management service, its strengths, weaknesses, opportunities and threats and the viability of different social housing models including the variations of retention and stock transfer models and the views of the wider tenant and leaseholder population throughout Hammersmith & Fulham.
13. The ITLA workstream within the Stock Options Appraisal has been tightly managed and risks have been consistently mitigated and managed throughout the programme which allowed the ITLA work to be delivered on time and within budget.

SECTION 9 - RESIDENTS' COMMISSION EVALUATION

The Residents' Commission began to form its recommendations in September and reported on those to the Council on 3rd November 2015.

1. The Residents' Commission used an agreed framework to provide evidence to support each of the options outlined in the Cabinet report of 1st December 2014.
2. In the final analysis the Residents' Commission, (notwithstanding the decisions taken with regard to the future of the West Kensington and Gibbs Green Estates) viewed that any form of Council retention of all other council housing in the future would not enable them to meet their objective, set by the Council, to give residents ownership of the land their homes are on. Therefore the options of Community Land Trusts, Tenant Management Organisations and a recreation of the Arms Length Management Organisation were rejected. In addition, the Commissioners recognised that the social housing policy announcements of the Chancellor of the Exchequer, made in July 2015 severely restricted the financial ability of the Council to run an effective housing service.
3. Of the stock transfer options, the Residents' Commission recognised that it would be in the best interests of residents to propose that all council property be transferred creating a potential for the largest not-for-profit Private Registered Provider in the Council area, allowing a potential new organisation to be a major strategic partner for the Council in the future. Therefore given the size of the proposed transferring stock of 12,000; Commissioners considered that a stock transfer to an existing Private Registered Provider would not offer the local focus for Hammersmith & Fulham residents, given that the existing large Private Registered Providers spread of stock across a range of London Boroughs.
4. The Residents' Commission therefore concluded that a Large Scale Voluntary Transfer of all remaining council stock (not including West Kensington and Gibbs Green Estates) would have the best option in order to meet their objective of giving residents ownership of the land their homes are on in Hammersmith & Fulham.
5. The Residents' Commission then turned its attention to the governance model of the transfer model. In late October 2015, Commissioners concluded that of the options for the future of council housing to recommend large scale voluntary transfer of all council

housing (with the exception of those homes on the West Kensington and Gibbs Green Estates) to a single, standalone, not-for-profit Private Registered Provider constituted on a community gateway model.

SECTION 10 - HEADLINE ISSUES

1. The recommendation made to the Council to consider consulting tenants and leaseholders regarding a Large Scale Voluntary Transfer was made with the following issues or risks made clear:-
 - a. The Government does not currently have a Housing Transfer Manual or Transfer Programme after 31st March 2016.
 - b. The application to HM Treasury for permission to formally consult tenants on stock transfer will also include an application to write off Public Works Loan Board debt of £208m. The Government will in all likelihood look to the new not for profit Private Registered Provider to generate social and financial benefits of a similar sum.
 - c. Feedback from council tenants and leaseholders confirms that tenants are highly satisfied with where they live, the condition of their home and relatively satisfied with the quality of the housing service, so the strategy to positively engage tenants into supporting the stock transfer proposal will need to be very carefully considered.

SECTION 11 - CONCLUSIONS

1. In conclusion the housing Stock Option Appraisal has been conducted within Government guidelines and has demonstrated a number of good and best practice initiatives particularly around the high visibility and transparency of the process.
2. The programme has increased resident participation and involvement in the housing service and has demonstrably provided evidence of improved resident empowerment.
3. The Residents' Commission have been impartial and equitable when considering the information presented and their analysis has been clear and focused.
4. Housing staff have been engaged and involved through regular briefings and updates.
5. The Council Housing Department has benefitted from obtaining updated and accurate stock condition data and a finely tuned HRA business plan.
6. The final recommendation made to the Council was to consider consulting tenants and leaseholders with a proposal to transfer all council housing stock to a standalone new locally based not-for-profit Private Registered Provider with a governance structure that follows a community gateway model.

FOOTNOTE

1. TPAS enjoyed carrying out this ITLA contract, meeting and working with tenants and leaseholders and increasing their knowledge and awareness of this issues and how they affect them. The programme has been interesting and unique, with tenants and leaseholders at the heart of the process. At the busier events, TPAS found contact with local tenants and leaseholders to be interesting and stimulating.
2. During the life of the programme, TPAS has built up considerable knowledge of the geography of the Borough; involvement structures, methods and processes; staff roles and contacts; and built a constructive and productive relationship with some of the most involved tenants and leaseholders in Hammersmith & Fulham.
3. If the Council decides to formally agree to the Residents' Commission's recommendations, TPAS hope the Council will recognise the continuity that TPAS could bring to the ITLA role.
4. TPAS would again like to thank all who took part in our activity for giving their time and their views.
5. If you have any further queries, please do not hesitate to contact:

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APPENDIX

1. List of Third Sector Organisations directly engaged
2. TPAS engagement diary
3. List of contacted Secondary Schools
4. Survey Questionnaire
5. Survey Results

APPENDIX 1 - THIRD SECTOR ORGANISATIONS DIRECTLY CONTACTED

1. Action on Disability
2. Advice Station
3. Age Concern
4. Asian Healthy Agency
5. Banooda Aid Foundation
6. Baron Court Programme
7. Bishop Ceighton House
8. Brunswick Club for Young People
9. CALM mediation service Hammersmith & Fulham Advice Centre
10. Caring for Carers Association
11. Citizens Advice Bureau
12. Credit Union
13. CaVSA
14. CITAS
15. Deaf Plus
16. Disability Forum
17. East European Advice Centre
18. Family Friends
19. Fulham Black Community Association
20. Fulham Camerata
21. Fulham FC Foundation
22. Fulham Good Neighbour Service
23. Fulham Horticultural
24. Fulham Legal Advice Centre
25. Good Effort For Health and wellbeing
26. Groundwork West London
27. Hammersmith & Fulham Advice Centre
28. HAFFTRA
29. Harrow Old Oak Community Centre
30. Horn of Africa Community Group
31. London Irish Centre
32. Mencap Advocacy Services
33. H&F MIND
34. Older Person Programme
35. Old Oak Communities and Childrens' Centre
36. Open Age
37. Pensioners Forum
38. Resurgo
39. Sands End Associated Programme in Action
40. Senior Citizens Creative Arts and Lunch Club
41. Sobus
42. Sulgrave Club
43. Tendis
44. Third Age Foundation
45. Volunteers Centre

APPENDIX 2 - TPAS ENGAGEMENT DIARY

Month	Time	Venue
MAY		
16	10.00-16.00	Leaseholders Annual Conference, Hammersmith Town Hall
JUNE		
28	15:00-19:00	Rainville Court
29	10.00-11.00	Banim sheltered scheme
29	13.00-14.00	Riverside sheltered scheme
29	15:00-19:00	Verulam House
JULY		
3	16:00-19:30	St Johns' Church, North End Road
3	18:30-20:00	Aintree Estate TRA meeting
4	19:00-20:30	Tudor Rose Community Centre, Fulham Court TRA
6	10:00-12:00	Small Hall Hammersmith Town Hall
8	19:00-21:00	Borough Forum meeting
9	16:00-19:30	White City Community Centre, India Way
11	11:00-12:00	Viking Court sheltered scheme
11	16:00-18:00	Sulgrave Gardens
12	17:00-19:00	Egypt House, White City, Health & Wellbeing event
15	15:00-19:00	Charcroft Court/Westwick Gardens
16	10.00-11.00	Wentworth Court sheltered scheme
18	16:00-19:30	Queen Caroline Estate Residents Hall
19	15.00-16.00	Askham Court sheltered scheme
22	19.00-21.00	Barclay Close TRA
24	19.00-21.00	Verulam House TRA
25	14.00-15.00	Planetree Ct sheltered scheme drop in
25	16:00-19:30	Tudor Rose Community Centre
26	13.30-14.30	Michael Stewart House Sheltered Scheme
26	10.30-11.30	Underwood House sheltered drop in
26	15.00-16.00	Stanford Court
27	12:00-18:00	Philpot Square fun day
29	11.30-12.30	Edward Woods sheltered scheme drop in
29	19.00-21.00	Borough Forum
30	09:30-10:30	Swanbank Court sheltered scheme
30	11:30-12:30	Cedar Lodge sheltered scheme
30	11.00-12.00	Waterhouse sheltered scheme TRA
AUGUST		
1	16:00-19:00	Emlyn Gardens estate
2	17:00-19:00	Clem Atlee Estate Residents Hall
7	13:30-15:30	Sheltered forum Munden Street
7	17:00-19:00	Munden Street Residents Hall
8	15:00-19:00	Field Road estate
9	11.00-12.00	Rowberry Close Sheltered Scheme

9	10.00-15.00	Job Centre Plus event
9	19.00-21.00	Jepson House TRA
11	10.00-12.00	Charecroft Estate Community Centre
14	10.00-12.00	Age Concern Older Peoples Forum St Paul's Church Queen Caroline St
14	15.00-16.00	Meadowbank Close sheltered scheme
14	17.00-19.00	Residents Commission Closed Meeting
15	19.00-21.00	Aspen Gardens TRA AGM
16	15:00-19:00	Sullivan Court estate engagement
17	11.00-12.00	Philpot Square sheltered scheme
20	15:00-19:00	Batman Close estate engagement
21	11.00-12.00	Granville House sheltered scheme
21	14.00-15.00	Manor Court sheltered scheme
21	15:00-19:00	Ashcroft Square estate
22	11.00-12.00	Rosewood Square sheltered scheme
23	14.00-15.00	23Malvern Court/Landor Walk sheltered scheme
25	12.00-18.00	White City Estate Engagement Event
29	10.00-10.30	St Andrews Court sheltered scheme
29	10.30-11.00	Cheesemans Square sheltered scheme
5	16:00-18:00	Aintree estate
6	13.00-17.00	Clem Atlee estate
6	19.00-21.00	Queen Caroline Community Centre public meeting
8	10.00-15.00	Edward Woods estate
12	15:00-19:00	Lancaster Court estate
17	15:00-19:00	Woodmans Mews
19	15:00-19:00	Bayonne estate
SEPTEMBER		
2	19.30-21.00	HAFFTRA meeting – Aspen Gardens estate Community Centre
15	10.30-12.00	Housing Representatives Forum
15	19.00-21.00	Housing Representatives Forum
16	19.00-20.00	Maystar TRA meeting
21	19.00-21.00	Rainville TRA meeting
28	19.30-20.30	Waterhouse TRA meeting
OCTOBER		
6	14.00-16.00	Sheltered Housing Forum
6	17.30-19.30	Leaseholders Forum
13	19.00-21.00	Borough Forum
26	17.30-19.30	Leaseholders Forum
29	17.30-19.30	Leaseholders Forum

APPENDIX 3 – A LIST OF SECONDARY SCHOOLS CONTACTED IN THE BOROUGH

- Lady Margaret
- Hurlingham & Chelsea
- Sacred Heart
- London Oratory
- Burlington Danes
- Hammersmith Academy
- Phoenix High

APPENDIX 4 – A COPY OF THE RESIDENTS SURVEY

APPENDIX 5 - THE RESIDENTS OPINION SURVEY RESULTS

Q1 In overall terms how satisfied/dissatisfied are you with where you live?

Very Satisfied	18	35%
Satisfied	22	43%
Neither satisfied or dissatisfied	8	16%
Dissatisfied	1	2%
Very Dissatisfied	2	4%

Q2 How satisfied/dissatisfied are you with the quality of your home both inside and outside?

Very Satisfied	5	10%
Satisfied	25	48%
Neither satisfied or dissatisfied	4	8%
Dissatisfied	14	27%
Very Dissatisfied	4	8%

Q3 How satisfied/dissatisfied are you with the quality of the shared spaces in the area or estate where you live?

Very Satisfied	5	10%
Satisfied	19	38%
Neither satisfied or dissatisfied	7	14%
Dissatisfied	18	36%
Very Dissatisfied	1	2%

Q4 Please say how satisfied/dissatisfied you are overall with the quality of the housing services

Very Satisfied	8	16%
Satisfied	18	35%
Neither satisfied or dissatisfied	6	12%
Dissatisfied	10	20%
Very Dissatisfied	9	18%

Q5 Are you aware of the Residents' Commission on Council Housing?

Yes	18	34%
No	35	66%

Q6 How important to you is it to have more control or influence over the future of your housing and the services you receive?

Very Important	26	51%
Quite important	14	27%
Neither important or unimportant	6	12%
Not very important	4	8%
Not at all important	1	2%

Q6a Would you be interested in any some or all of the following?

1. Deciding how money gets spent on your housing and the area or estate where you live?

Yes	28	55%
No	23	45%

2. Being involved in planning the future of your housing and the area or estate where you live?

Yes	25	48%
No	27	52%

3. Being involved in residents having more say the management of their housing?

Yes	25	48%
No	27	52%

4. Being involved in residents having a vote on all major decisions about the future of their housing?

Yes	31	61%
No	20	39%

5. Being on the board of the organisation that owns and runs your housing and being responsible for policy and how housing is run?

Yes	14	27%
No	38	73%

6. Taking part in local focus groups and consultation events?

Yes	24	48%
No	26	52%

Q7a Thinking about the future, provided you and other residents were fully consulted do you think the area or estate where you live could be improved by modernisation or redevelopment?

Yes	32	76%
No	10	24%

Q7b Thinking about the future, provided you and other residents were fully consulted do you think the area or estate where you live could be improved by redesigning some of the existing spaces?

Yes	25	60%
No	17	40%

Q7c Thinking about the future, provided you and the other residents were fully consulted do you think there could be a need to build some new homes in the area or estate where you live?

Yes	29	58%
No	21	42%

Q7d Thinking about the area or estate where you live do you think there is a need for programmes or activities that would create new local job opportunities?

Yes	30	73%
No	11	27%

Numbers

Q8 Which of the following best describes the type of property you live in?

Flat in high rise	28	55%
Flat in medium rise	21	41%
house or bungalow	1	2%
Other	1	2%

Q8a is the property you live in

part of an estate	46	90%
an individual street property or part of one	2	4%
in a sheltered scheme	3	6%
Other	0	0%

Q8b How many bedrooms does your property have?

Bedsit	3	6%
1	11	22%
2	19	37%
3	18	35%

4	0	0%
4+	0	0%

Q9 How long have you lived in the property?

under 1 year	2	4%
Between 1-5 years	9	17%
Between 6-10 years	9	17%
10+	33	62%

Q10 Which of the following describes you?

Tenant of the council	50	96%
Leaseholder	2	4%
Other		

Q11 How many people live in your household?

Under 16 years of age	30	24%
Between 16-21	6	5%
Between 21-64	74	60%
65 years or over	14	11%

Q12 Please say how many members of your household are:

in school	25	45%
in higher or further education	9	16%
in vocational training	0	0%
in another type of education or training	2	4%
not in education or training	19	35%

Q13 Please say how many members of your household are

working in full time employment	32	41%
working in part time employment	10	13%
working in self employment	5	6%
not working	20	25%
Retired	12	15%

Q14 Please say how many members of your household are:

chronically sick or suffering a long term limiting illness	9	10%
in generally poor health with a disability	2	2%
in generally poor health without a disability	4	4%
in generally good health but with a disability	4	4%
in generally good health	72	79%

Q15 How do you receive your local news?

Local free paper	3	20%
Council information	5	33%
On line	3	20%
Meetings	2	13%
Neighbours	2	13%



London Borough of Hammersmith & Fulham

Report on Resident Involvement Summer Engagement Events

Prepared By:

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1. Introduction

The Resident Involvement Team has undertaken a programme of summer estate engagement events between May – August 2015. The purpose of these events was to:

1. Encourage increased resident involvement and engagement both at a local level through TRAs and in terms of the department's resident involvement structure.
2. Promote the work of the Residents' Commission and encouraging wider resident engagement in the process.
3. Giving residents an opportunity to meet with key service providers in their neighbourhoods.

2. Rationale

One of the key aims of the engagement events was to increase resident involvement in areas where there has been limited representation to date.

The engagement events programme was developed by considering either:

- Where there is either currently no Tenants and Residents Association (TRA) or where there is a TRA that may require further support to engage with the community.
 - Where an event is already being planned by the TRA or the area housing team
 - Where there are planned maintenance works
- Or
- Where an estate engagement pilot has not been carried out before.

3. Summary of Events

The agreed aim was to undertake twenty estate engagement events between May – August 2015; split evenly between the North and South. Details are provided below:

May 2015

- Rainville Court – 28 May 2015 (South)
- Verulam House - 29 May 2015 (North)

June 2015

- Lillie Mansions – 10 June (South)
- Sulgrave Gardens – 11 June 2015 (North)
- Charcroft Court & Westwick Gardens– 15 June 2015 (North)
- Aldine Court - 23 June 2015 (North)

- Philpot Square – 27 June 2015 (South)
(TRA event that was supported by the Housing Department)

July 2015

- Emlyn Gardens – 1 July 2015 (North)
- Field Road (Muscal House and William Morris House) - 8 July 2015 (South)
- Sullivan Court – 16 July 2015 (South)
- Fulham Court & Barclay Close* – 18 July (South)
- Batman Close – 20 July 2015 (North)
- Ashcroft Square – 21 July 2015 (North)
- White City Estate – 25 July 2015 (North)
(Wider estate event that the Housing Department and TPAS attended)

August 2015

- Aintree Estate (Chasemore House, Donnelly Court, Lannoy Point and Hartopp Point) – 5 August (South)
- Clem Atlee Estate – 6 August 2015 (South)
(Wider estate event that the Housing Department, Pinnacle, and TPAS attended)
- Edward Woods – 8 August 2015 (North)
(Wider estate event that the Housing Department, Pinnacle, and TPAS attended)
- Lancaster Court – 12 August (South)
- Woodmans Mews – 17 August 2015 (North)
- Bayonne Estate (Crefeld Close, Lampeter Square and Laundry Road) – 19 August (South)

* Unfortunately, the Fulham Court and Barclay Close event could not take place on 18 July 2015 due to some concerns that were raised by the Health and Safety team.

4. Format

The Resident Involvement Team and Area Housing Teams publicised the estate engagement events to residents on the respective estates prior to the event date via flyer drops through letter boxes and posters in communal areas.

In most cases, unless a variation was agreed with the TRA, the estate engagement events took place between 4 – 6pm. A central area was set up as the focal point of the event using an LBHF branded gazebo. For smaller estates of around 100 properties, officers from the Resident Involvement team, TPAS and Area Housing

team attended and met with residents. For larger estates, they were accompanied by representatives from:

- Pinnacle Estate Services
- Mitie Responsive Repairs
- H&F Planned Maintenance

Door knocking took place at all events to increase awareness, resident surveys were completed where residents were happy to participate. Where there was no response information on the Residents' Commission and ways to get involved with the Housing Department was posted through the door. Appendix 1 shows a copy of the resident survey.

5. Findings

Across the nineteen events that took place, the Resident Involvement Team, TPAS and colleagues from the area housing teams have reached out to residents living in 5,480 properties (around 32% of council housing stock).

In summary:

- 389 surveys were completed across the 19 events (a 7% return rate)
- 49% of residents who were surveyed were interested in getting involved or are already involved at a local level through either an existing TRA or setting up a new group. The Resident Involvement team is continuing to receive further expressions of interest in the post through the Get Involved flyers.
- 53% of residents who were surveyed were interested in finding out more about how to get involved in council initiated resident involvement (via the agreed involvement structure)
- 22% of residents who were surveyed were aware of the Residents' Commission.
- 19% of residents who were surveyed were aware of the purpose of the Residents' Commission.

Appendix 2 provides more information on residents' awareness of the Residents' Commission on an estate by estate basis.

Residents have identified the following factors as being some of the best aspects of living in their neighbourhoods:

- Community spirit – there was consistent pattern of feedback related to the friendliness of neighbours and the generally good feeling and sense of community between residents.
- Proximity to shops and transport links
- Proximity to parks and green spaces
- Upkeep of green spaces on estates

The following key issues and concerns have been identified across the events:

- Lack of children's play equipment and allocated areas such as football pitches and tennis courts.
- Quality and reliability of lifts
- Planned maintenance and cyclical works required
- Parking and quality of estate roads and signage and line painting
- Perceived lack of enforcement and action taken against anti-social behaviour
- Lack of communication with residents when repairs and planned maintenance works are due to take place.

Before the estate engagement events and the Residents' Commission briefing meetings took place, there were 32 registered TRAs across the borough. As a result of the engagement days, there are currently eight TRAs who are in the process of forming or have been re-vitalised. This represents a 25% increase in local level representation.

- Charcroft, Westwick, & Sulgrave Gardens – forming either as one TRA or separate TRAs. Awaiting access to meeting facility.
- Pellant Road (Aintree Estate) – forming and working closely with Mitie, the appointed repairs and maintenance contractor, on estate regeneration plans
- Aldine Court – forming.
- Philpot Square, Ashcroft Square, and Edwards Woods – rejuvenated TRAs with new committee members and an increased focus on community involvement

There are also four resident groups who have formed as a result of the Residents' Commission, but weren't a part of the estate engagement programme. These are:

- Rainville Estate
- St Peters Terrace
- Lakeside Road
- Verulam House

6. Progress & Follow up

The Resident Involvement Team is in the process of writing to residents on each estate to provide a summary of the feedback that was received and to explain the outcomes from the event and where residents can get further information.

Additional contact is also being made with residents who expressed an interest in either forming a TRA or becoming a part of the resident involvement structure. Further support and information will be provided as enquiries progress.

7. Success Criteria

The Resident Involvement Team will continue to monitor the success of the events programme by considering:

- The number of residents we engaged with
- The feedback from the engagement surveys
- The number of matters that were resolved
- The level of interest and follow up action in setting up a TRA
- The number of residents who expressed an interest in joining the resident involvement structure and who subsequently work with the department to develop and improve services.

8. Lessons Learnt

1. Door knocking was much more successful in terms of completing surveys and finding out resident's views than the central gazebo point. This activity was particularly effective when there were a sufficient number of officers working in pairs on large estates.
2. More community activities at the central meeting point should be considered at future engagement event programmes to encourage greater involvement and give the events more of an identity. This could include children's activities, barbeques, or picnics etc.
3. Introduce a better way to close the loop following the engagement event in a particular area to ensure that we are trying to speak to and seek out the views of as many residents as possible.
4. The involvement offer needs to be more immediate and tangible. Mystery shopping was a popular choice because residents who are not currently involved can understand it and can participate from the comfort of their homes. We should be looking to sign people up to groups at future events, so residents can understand the outcome of their participation more immediately.
5. Contractors attending similar events in future like this programme should show a more responsive approach, logging works orders at the event and confirming with residents how matters will be followed up.
6. Future engagement programmes should look to incorporate more gap sites and street properties and should therefore perhaps be known as Neighbourhood Engagement Events.



H&F Residents' Commission on Council Housing

Blueprint for a new housing organisation

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The London Borough of Hammersmith and Fulham

RESIDENTS' COMMISSION ON COUNCIL HOUSING

Blueprint for a New Housing Organisation

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Explanatory Note

This document is a supplement to the Report of the Residents' Commission on Council Housing, published by the Hammersmith and Fulham Residents' Commission on 3 November 2015. It summarises a series of workshops, reports and research by members of the Residents' Commission between March and November 2015 and is supported by other detailed working papers. It also draws extensively on the evidence gathered by the Commission during its programme of study visits to other organisations and its series of public hearings. The background to the work of the Commission, and its findings, conclusions and recommendations, are fully documented in the main Report.

1. Purpose and Context

As part of its remit to look at the options for the future of council housing, the Residents' Commission decided it should consider how the housing services provided to residents could be improved, putting residents at the centre of service delivery and making sure that services were designed around the demographic profile, needs and preferences of residents.

This workstream ran in parallel with the Commission's other concerns, namely, how to ensure residents could have greater local control over their homes, how to maximise investment in those homes and how to deliver new homes and regeneration for the Borough.

The Commission has now recommended that the Council's homes should be transferred to a **new housing organisation**, a housing association for Hammersmith and Fulham with residents as its members.

The key arguments in support of this recommendation were the **legal** argument, that residents could only feel safe if they controlled the organisation that runs their homes, and the **financial** argument, that only a new housing association could raise the money needed for investment – in existing and new homes.

The Commission's thinking about service improvements has therefore played a key role in defining what will be expected of this new housing organisation and what it should look like: this work came to be known as the Blueprint.

Alongside its initiative in setting up the Residents' Commission, Hammersmith and Fulham Council had already embarked on a drive to improve housing services to residents. The commitment to work with residents and to encourage residents to have more of a say on housing services had been expressed in the Council's new Housing Strategy:

Housing Strategy Action 14: The Council will work with residents and other interested parties to develop and implement new and better approaches to engage with residents to improve the delivery of housing services

The Commission acknowledges that there is an existing direction of travel towards improvements in the Council's housing services. However the Blueprint envisages that there is the potential, with a housing stock transfer, to go much further – creating not just a new organisation, but a new type of organisation.

The timing of our work as a Residents' Commission has placed us at a watershed in social housing policy in this country. This creates a unique opportunity for Hammersmith and Fulham to break new ground and develop a new model of community housing organisation.

2. A New Housing Organisation

A new model of community housing organisation would present a new offer to residents, based on trust, security and openness, and to staff, with a focus on people-centred services and career opportunities. Equally it would present a new offer to the Borough, working with the Council as a key strategic partner supporting neighbourhoods, opportunity and quality of life.

Even as the Commission was doing its work through the summer of 2015, the role of social housing in the UK was being dramatically reshaped by the new Conservative Government.

A series of policy announcements culminating in the publication of the Housing and Planning Bill – just three weeks before the launch of our report – compelled the Commission to think more imaginatively about the kind of organisation needed to take on the stewardship of council housing and estates across the Borough.

When we began to write our report we were clear that a ‘community gateway’ housing association for Hammersmith and Fulham was our preferred model – with the constitutional safeguards of a resident-only membership and the ability to raise investment finance freed from the restrictions of the Council’s debt cap.

The functions of this new housing association would include all the traditional landlord functions – lettings, rent collection, repairs and maintenance, managing tenancies and estates. It would deliver an investment programme and it would deal with Right to Buy applications and provide services to leaseholders.

But our thinking about the scope of the new organisation went on to embrace a number of other themes: provision of new homes, new routes into home ownership, the regeneration of estates, localism and the local economy, new ways of providing and funding services, community development and local enterprise.

In an era of shrinking public services, in a Borough with some of the highest and fastest-rising house and land prices in the country, the new organisation needs to be capable of being a major player on a number of levels – and a key strategic partner for the Council.

We saw plenty of clues to the qualities required of a new housing organisation in our study visits and public hearings – agile, visionary, principled, people-centred, innovative, positive in outlook.

We know that good leadership and strong governance are essential. We understand that most residents simply want a good standard of accommodation but that many also want some say in decision-making. Above all, we believe that all residents want to feel safe in their homes.

Stewardship means responsible and forward-looking management of homes and estates by the landlord organisation – but residents should be involved in all of the decisions that affect their future. The key is trust – and trust is built on personal contact, accessibility and reliability.

The Blueprint therefore sets out our vision of what the new organisation should be like. We intend this to be the basis for the development of an ‘offer’ to residents should the Council accept our recommendations and decide to put a transfer proposal to a ballot.

3. Values and Design Principles

What will the new organisation stand for and what will its values be? Will it know how to run housing and make the right decisions? Who will be on the Board? On the other hand, how will it be different if it's the same staff? How do you change old habits and systems overnight?

We aim to set out in this Blueprint the many ways in which the organisation would be different in form – legal structure, membership, leadership, for example – but the differences in its character, the persona of the organisation, will stem from its **values and design principles**.

We produced an original list of core design principles, cited in our report, in the light of our learning and the evidence we received. Since producing our report, we have developed these further:

- 1. A people-centred organisation with vision, clear leadership and strong governance*
- 2. Personal contact with named individuals in the foreground and good systems and technology in the background*
- 3. Good knowledge about residents, homes and communities enabling the service to anticipate what's needed rather than wait for things to go wrong*
- 4. Easier access to services by telephone and in local neighbourhoods with better online access wherever this makes it easier and more convenient for residents*
- 5. Recognition of the distinctiveness of different estates and neighbourhoods across the Borough and their different service and investment needs*
- 6. Support for residents to do more to improve their own estates, neighbourhoods and communities including self-management where this is what residents want and where it will be effective*
- 7. Connectivity – support for residents to build networks and connect with organisations, services, opportunities and each other for mutual benefit*
- 8. Readiness to innovate and build partnerships to meet future needs and be a pathfinder in social and technological progress*
- 9. Making resources go further and doing more for less means working more closely with those who use services, not withdrawing from them*

4. People-Centred

The formation of the Residents' Commission has in itself been an example of a new approach to service provision in Hammersmith and Fulham. The emphasis on working with residents, doing things with people rather than to them, was given expression in a body mainly comprised of local residents that was to assess the options for the future of council housing.

In looking beyond the Borough and learning from other organisations in the course of our work we found repeated endorsement of the need to bring residents in from the periphery – simply receiving services – to the centre, where their experience can shape and develop not only services, but also strategy. And we naturally paid particular attention to organisational models that gave residents a governance role and a sense of ownership.

But the idea of a 'resident-led' organisation is easily misinterpreted or misunderstood: by residents, who may think it means that residents are expected to do everything themselves; and by staff, who may have anxieties about their work being directed by non-professionals.

Good services and performance, good organisational outlook and morale, and good leadership and governance are not achieved solely by encouraging residents to take on a new role. These things depend just as much on the organisation being a good one to work for, offering scope for personal development and rewarding initiative.

So the term we prefer is 'people-centred'. This reflects the aims first, of services being designed around knowing who those services are for, and what their needs and preferences are, second, of services being accessible to residents and easy to use and third, of the organisation having a culture of being the best - both being the best at providing services and being the best place to work.

It is a short step from these ideas to see that residents and staff working together can offer the best of both sets of skills, knowledge and experience. We saw some good examples of this and believe there is great potential to develop new forms of collaboration between residents and staff.

We recognise that for many residents their primary interest may be in improving where they live rather than running the organisation that owns their homes or estates. So there should be opportunities for residents to play as much of a role as they want at the local level. This is of course at the heart of the 'community gateway' model.

Building the new organisation around its people is therefore fundamental to our concept of the Blueprint.

5. Membership

The 'community gateway' model of housing association is based on the idea that where residents in a given 'community area' have the aspiration and the competence to do so, the association's rules allow them to take greater responsibility for running their own housing and services.

However, even more fundamental than this is the idea that the 'membership' of the association – the custodians of its purposes, constitution and rules – should be open to residents only (in the Rochdale Boroughwide Homes model of the 'mutual' housing association membership is also open to staff).

Individual residents have to opt to become part of the membership – and if they do so they acquire membership rights. These include being able to vote at general meetings on any changes to the rules, being able to stand for the Board and being able to vote for the Board.

Whether or not there is an option of membership, many housing associations offer tenants other types of incentive, entitlement or benefit – for example, by keeping clear rent accounts and fulfilling tenancy obligations tenants earn points that can be redeemed as money vouchers or rent-free weeks.

Equally, many different types of organisation, including housing associations, offer their employees a range of incentives or benefits – for example, financial or other rewards for good performance, loyalty, initiative or long service.

In a people-centred organisation residents and employees alike should have a stake, a sense of belonging and a sense of being valued.

Our idea of membership, then, is radically new. It is that everyone who either lives in one of the organisation's homes or works for the organisation, would automatically be a 'member'. This 'membership in name only' would come with a membership card and the intention, at least, that there would be a sense of connection to the organisation.

A 'member', as such, would have no additional rights or obligations beyond those in their tenancy agreement, lease or contract of employment. But all members would be able to activate and enhance their membership in a number of ways.

So, by registering as voting members, residents and staff could become active members of the housing association, with an entitlement to vote at general meetings, to vote for Board members and, subject to eligibility, stand for the Board. On the evidence of the 'community gateway' organisations we visited, we think at least half of all residents would choose to participate in this way.

By, for example, maintaining a clear rent account, a tenant member could earn credits or additional 'enhanced membership' benefits. Members could also earn benefits by their contributions to the functioning of the organisation – taking part in scrutiny or service improvement work, for example.

We believe this idea is worth developing in consultation with residents and staff in the months leading to a transfer ballot.

6. Governance and Leadership

The Commission's recommended organisational model – the 'community gateway' model – does not come in a fully prescribed form. The 'membership' principle has been outlined in section 5 above, suggesting the possibility of having a universal 'passive' membership and a voluntary 'active' membership – but these ideas would need to be built into a properly drawn up Memorandum and Articles of Association along with a statement of the organisation's purposes.

Equally, the structures of the Board, the 'classes' (if any) of Board membership and the responsibilities and qualifications of Board Directors, have yet to be considered and agreed.

In between the membership (passive and active) and the Board, there is the possibility of establishing an elected, representative assembly of members, whose role would be to scrutinise the Board's decision-making and performance, holding it to account.

However the preferred model of governance emerges it needs to be clear that the different levels of governance – whoever occupies them – have different and separate functions, which must neither overlap nor become confused.

The (active) membership will 'own' the association. They will not individually own any equity in its assets, but they will collectively own its constitution and will have power over any changes to its rules.

That said, as a body registered with the Social Housing Regulator and possibly the Charities Commission, the constitution and rules will need to be in a specified form and the organisation will need at all times to meet regulatory standards.

The Board will be the governing body, which defines and upholds the association's values, sets policy and strategic priorities, is responsible for financial viability and regulatory compliance and gives direction to the Executive management team.

The Executive management team will be both strategic and operational leaders, responsible on a day-to-day basis for making sure the ethos and culture of the organisation runs through everything it does. But our concept of leadership is more one of inspiration than of command. We envisage a relatively flat management structure with a strong emphasis on teamworking and a high priority being given to the retention and recruitment of people with the right values and attitude.

Arrangements for scrutiny and service improvement could take a number of forms, but our strong preference is for a collaborative model that involves both staff and residents.

Meanwhile we expect the organisation to aim for the highest possible benchmarking of its performance, not only as a social housing landlord and service provider but also as an employer, e.g. through 'Best Companies'.

7. Knowledge and Learning

The Council's existing model of a generic service has tended not to rely on detailed knowledge of tenants and leaseholders. Services have in the past been designed from the standpoint of how to organise and deliver services rather than who is receiving them. We formed the view that a new organisation should invest in getting to know residents well, understanding their needs and preferences and designing services to fit their profile.

On one level this is a question of being effective and recognising diversity – designing services around the profile of those receiving and needing services; on another level it is a question of trust. By sharing personal information residents will be making an investment of trust.

This trust can be repaid in a number of ways: quality of service, transparency of action, personalised support, sharing of information, knowledge and power. We believe that the new organisation should offer all these things to residents and that it will be a more effective organisation by doing so.

At the outset, therefore, the organisation will need to engage with residents to get to know them better – their needs, their service preferences, but also their skills, how they might want to be involved and what they might be able to offer.

This knowledge will give the organisation a better understanding of the diversity and demographics of residents as a basis for more targeted services, and it will help the organisation to assess whether services are organised in the right way, both functionally and geographically.

But it will also enable those who want to, to become actively involved with the organisation at whatever level they choose – for example, by opting to be part of a service improvement team, an online forum, a feedback network, a scrutiny panel, a communications group, part of a co-learning and service development group with members of staff or even take on self-management. And there would be scope for residents to use this knowledge base to establish their own networks, community or interest-based, that need have nothing to do with housing or landlord services.

Of course staff will be as much at the centre of the organisation as residents, and investing in their skills, knowledge and personal development will be a key organisational priority.

In this context staff appraisals may be more constructive and personally supportive if they use open feedback rather than a form-based process.

Staff should be encouraged to try new ways of doing things, to learn from other organisations on study visits, to take part in co-learning and service development groups with residents and other staff colleagues, to develop partnerships with other organisations and to allocate time to research and learning.

8. Organisational Functions

While it is a fundamental design principle of the Blueprint that services should be designed around the profile, needs and preferences of residents, we envisage that the organisation's functions would be arranged in a relatively conventional structure, but with a clear strategic focus.

Housing and community services

with a focus on understanding residents, their aspirations and how far they wish to engage with the organisation

- the full range of housing management and community services including lettings, tenancy terminations, transfers and exchanges, tenancy and leasehold management, resident involvement, neighbourhood issues, community initiatives, sheltered housing, services and support for older people, health and wellbeing, individual repairs requests, planned maintenance and major works liaison, environmental services, rents and service charge accounts, tenancy and household support services, complaints and satisfaction.

Property and neighbourhood investment

with a focus on the best use of assets and on resident satisfaction

- co-ordination of property condition and property standards information, repairs and maintenance operations, planned, cyclical and programmed investment, asset management, grounds maintenance and estate services, regeneration and new development, health and safety, energy efficiency, supply chain management, procurement, inter-borough services arrangements, utilities and services infrastructure.

Financial services

with a focus on financial sustainability

- Revenues, financial assessments and accounting, financial inclusion, business planning, budgeting and financial strategy, payroll, investment funding and treasury management, risk management, insurances, regulatory compliance, value for money and quality assurance.

Organisational development

with a focus on performance and on people realising their potential

- Governance support, performance management and reporting, information and communications technology, communications, publications and marketing, human resources, recruitment and personal development, business development and innovation, strategic partnerships and social enterprise.

TUPE will determine the mechanism of staff transfers but the new organisation should launch with an induction programme for all staff that immediately establishes the change of culture.

At the point of transfer it is envisaged that services currently provided under contract will continue, although there will need to be contract negotiations to ensure that the ethos of the new organisation is reflected in all aspects of service delivery.

It will be important to review service access arrangements, ensuring that residents can reach the right people quickly and readily, and that front-line services are resourced to give a human, personalised response, while technology whirrs efficiently in the background.

9. Enterprise and Community

It took time for the Commission to get used to the idea that only a new organisation could deliver the safeguards and the investment we had been asked to find. But as soon as this became clear we began to see a bigger picture, opening up a new field of opportunity.

We were told in our public hearings how important it is to have a wider vision. This was said by, and in the context of, organisations that have become key players in the areas where they work. More than just landlords, these exemplars came across as community organisations committed to the future of their areas and to present and future generations of local residents.

Despite our Borough's affluence, it is like other London boroughs in having a mixed population with many people living on low incomes. Partly because of our Borough's affluence, many households are priced out of the housing market. And like all local authorities, Hammersmith and Fulham Council will be forced to make a further wave of cuts in services to the Borough over the next few years.

In this context the potential for a new organisation to take on a wider role has become increasingly clear. Freed from the constraints of being part of the Council it will be an ideal choice as the Council's strategic partner in a number of ways.

Having a significant profile of older residents, it will be well placed to develop new services for the Borough's ageing population, working with and building the capacity of voluntary and community organisations with a local presence.

With an extensive, Borough-wide, land and property portfolio the new organisation will be a major player in regeneration and in the provision of new social and market homes. This role opens up a number of linked opportunities, to stimulate and support new employment, new social enterprises, new technology and new ways of meeting the infrastructure and energy demands of future lifestyles. We think there will be opportunities for the organisation to develop income-generating ventures that will create jobs and help to spread the Borough's wealth between more of its residents and communities.

Most importantly, it will be completely unique, as a Borough-based organisation, in being owned by, accountable to, and committed to working for the benefit of, local residents.

It will be grounded in the 99 estates and sheltered housing schemes dispersed across the Borough, in every council ward and, with its extensive distribution of street properties, in every neighbourhood. It will be scarcely possible for the organisation to deliver benefits and services for its residents without there being a positive knock-on effect in every part of the Borough.

Recognising this, there is every incentive for the organisation to look to expand its role in contributing to and supporting the wellbeing of communities, looking well beyond the landlord role.

10. New Investment

The Blueprint is intended to be a high-level outline of the organisation that would take the transfer of the Council's homes, estates and landlord responsibilities. As a high-level outline it may appear idealised, but if so we believe these ideals are entirely attainable.

There is plenty of work yet to be done to develop the ideas in this Blueprint and bring into being a viable, properly functioning and well-run organisation: the case for transfer will need to be made with central Government; the organisation will need to meet the regulatory standards for housing associations; tenants, leaseholders and staff need to be convinced that it represents their future, especially tenants, who would have votes in a ballot.

And there are many issues to be resolved and clarified in the period leading to a ballot and potentially beyond that towards an eventual transfer: constitution and governance; management structure; the detail of the 'offer'; the community and economic benefits; the options for sheltered housing; the options for new housing; contractual arrangements; the strategic relationship with the Council; the organisation's wider role in the Borough.

Our thinking about the new organisation is informed by a very clear understanding that the availability of public funding for public services, social housing and welfare spending is diminishing rapidly. We are fully aware that to be successful, the new organisation will have to make the most of its assets, its ingenuity and its human resources and will not be able to rely on direct subsidy.

But to do so it needs to come into being properly equipped – and we acknowledge that this Blueprint will require a level of initial investment. We believe the main headings for this, to be incorporated in the transfer implementation plan, set-up budgets and the early years of the new organisation's business plan, will need to include the following:

- Review of ICT and data systems
- Development and learning budgets
- Business development, partnership development and start-up support for social enterprise
- Governance support
- Neighbourhood budgets and support for resident management
- Revenue support for regeneration and new build projects
- Financial inclusion programme

These are not all high cost expenditure headings. The point of listing them is to highlight the investment needed to put the new organisation on the right footing.

With the right levels and types of investment, we believe the returns – in terms of organisational performance and effectiveness, the confidence, morale and satisfaction of residents and staff, and the quality of homes and services – will more than vindicate the work we have done on this Blueprint.

Residents' Commission on Council Housing

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A Message from Residents on the Residents' Commission on Council Housing

Tuesday 27 October 2015

As residents who have been involved in this unique Residents' Commission over the past six months, we've had time to reflect on that process. We are making this personal submission to provide insight into the life of the Commission and as a token of our confidence in the conclusions we've drawn.

The creation of a Residents' Commission demonstrated from the outset a commitment to residents being at the heart of decision making about the future of council housing in this borough. The well-conceived selection process brought together a richly diverse group of tenants and leaseholders with a broad range of experience and personal attributes. We greatly valued the chance to work together on behalf of all residents of council housing in the borough.

The Commission's work was a truly transparent process within which we were able to discuss a multitude of issues, always feeling that our input was valued by our colleagues. As resident members we were treated as valid representatives of the best interests, both now and in the future, of 17,000 households relying on our good judgement. We were well served by the experts who worked with us, both as independent members of the commission and as advisers. They showed great respect for our expertise as individuals and as residents, whilst at the same time translating their knowledge for us in a highly informative and helpful way.

Right from the beginning we were scrupulous in exploring evidence at a deep level. We questioned Council staff and independent legal, financial and housing experts until we were fully able to make informed, well evidenced decisions. Freedom of choice is important but freedom of choice supported by knowledge is more powerful still.

It helped that from the outset we had clear goals and strong governance of our work. We were fortunate in having a Chair who expertly kept us on task whilst at the same time recognising the need for thorough discussion and revisiting of issues. His own dedication to resident involvement was amply demonstrated by his many visits to meet residents in all parts of the borough.

The impartial and insightful advice of the Independent Tenants' and Leaseholders' Adviser (from TPAS) was invaluable to us throughout the process and we are also indebted to the Programme Team, who worked tirelessly to facilitate the work of the Commission.

In our deliberations we have looked at our borough in detail in a way that nobody ever has before – geographically, demographically and democratically. We have studied housing law and housing finance and recognised the absolute necessity of our recommendations being both legally and financially viable.

Having public hearings allowed us to ask pertinent questions in the full gaze of other tenants and leaseholders in the borough. This was important as it ensured that residents were fully aware of the level of questioning we undertook to reach our conclusions for this report.

In the hearings we were able to examine closely the complexities of the issues around housing by having in-depth discussions with expert witnesses. These were not only housing experts from other boroughs but residents from Hammersmith & Fulham, who provided us with a thorough overview of their experiences of housing services and told us how they thought these services could be improved. Council officers also gave us the benefit of their experience and honest views on the challenges they currently face.

Visiting many other housing providers in London and speaking to them about how they have shaped housing services in their boroughs was a vital part of our enquiry. We were able to explore some of their challenges and triumphs and widen our perspective to consider how these could contribute to our vision for the future of Hammersmith & Fulham.

It has genuinely been a privilege to be a part of such a unique process and to work alongside people equally passionate about the future of the borough who, but for the Commission, we may never have been lucky enough to meet. It has been an affirming experience, demonstrating just how much can be achieved through mutual trust and commitment. It gives us confidence about the future of resident involvement in this borough.

Has it been challenging? Yes, of course. Has it been difficult? Yes, sometimes. We've had to learn a great deal in a short space of time and manage our commitment alongside busy personal and professional lives. But somehow it hasn't been a chore at all going to so many meetings and having to read so many documents because the whole process has been fascinating and so worthwhile.

Because of the depth of our conversations, both within the public gaze and outside of it in closed meetings, we can wholeheartedly say that every member of the Commission thoroughly endorses the recommendations that we've made.

We believe our recommendation for transfer of Hammersmith and Fulham's stock of council homes to a new not-for-profit housing association meets a number of essential objectives. It is the only way to legally protect our homes for the future; it will enable essential maintenance and improvements of existing homes; it will open up innovative opportunities to invest in new homes and wider community development; it will create greater & meaningful resident involvement by giving residents a say in the governance & management of their housing provider.

We consider this to be a solution that will protect and improve our housing stock for current occupants and future generations. It has arisen from an extremely thorough and honest process in which we are proud to have taken part.

Finally, we wish to conclude by asking the local Councillors of Hammersmith and Fulham and the Department for Communities and Local Government to support our aspirations for a transfer of the housing stock. We firmly believe that this is the best solution for residents, and will ensure that their interests are at the heart of any future decisions regarding their homes.

Yours sincerely



Andy Robson



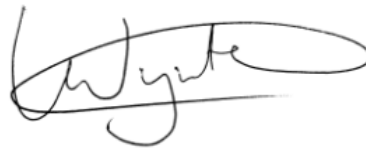
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Hammersmith & Fulham Housing Survey

Research results for

SKV Communications

October 2015

Prepared by
Richard Lindsay



NEMS is a Market
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EXECUTIVE SUMMARY

1. A total of 750 telephone interviews were conducted among a random sample of London Borough of Hammersmith & Fulham Tenants (611 interviews) and Leaseholders (139 interviews);
2. Interviewing took place between 14 August and 4 September 2015;
3. Nearly two thirds of respondents (65%) have lived at their current address for more than 10 years, the older the respondent the longer they have lived at their current address;
4. 62% of respondents live in a flat in a medium rise block (i.e. 5 or less storeys), 20% of the sample live in a house or bungalow and 16% of respondents live in a flat in a high rise block (in excess of 5 storeys), just 2% of those interviewed live in a maisonette;
5. Almost two thirds of the sample (65%) stated that their property was part of an estate whereas 29% stated that they lived in a street. 6% of the sample reside in a sheltered housing scheme;
6. Typically respondents live in a property with an average of 2.02 bedrooms but this ranges from bedsits (1%), one bedroom properties (33%), two bedroom properties (38%), three bedroom properties (23%), four bedroom properties (5%), and homes with more than four bedrooms (1%);
7. 80% of respondents are happy with where they live (48% very satisfied and 33% satisfied). 6% are dissatisfied and 4% are very dissatisfied;
8. A range of reasons were given for what respondents like most about their home. 12% mentioned its good location, 11% cited that they live in a nice area / estate, 11% mentioned that they live in a quiet area / estate, 11% said that it was central / close to amenities and 11% simply said they like everything;
9. As for what the sample dislike the most, more than half (51%) said there was nothing they disliked. 6% felt they lived in a noisy place, 5% mentioned that they lived in a dirty area / estate and 5% felt that their home was too small;
10. Satisfaction with the quality (physical condition) of their home was high with 33% of respondents stating they were very satisfied and 35% satisfied. 11% were dissatisfied and 6% were very dissatisfied;
11. Looking into this in more detail, what respondents like most about the quality of their home were polarised with the top two answers being 'everything' (28%) and 'nothing' (16%), otherwise 12% mentioned that their property was just the right size, 8% felt it was well decorated and 8% liked the good design;
12. Nearly half the sample (49%) could not give any aspects they disliked the most about the quality of their home. 6% felt that their windows needed updating, 5% stated that their property was poorly maintained and 5% complained about damp / mould;
13. More than 4 out of 10 respondents were unable to offer any suggested improvements to the quality of their home. 8% would like to see double glazing / new windows, 5% suggested that damp proofing measures be applied and 4% would like to see better overall maintenance and repairs;
14. Satisfaction with the quality of shared spaces in the area / estate was not as high as some other criteria but nevertheless was still in positive territory with 27% of respondents being very satisfied and 31% satisfied but 12% were dissatisfied and 7% were very dissatisfied;
15. Although 31% of sample said 'nothing' when asked what they like most about the quality of the shared spaces, 15% said that they were clean and 14% liked everything, 8% stated that it was a nice / attractive area;
16. In contrast, reasons given for disliking the quality of shared spaces were untidy / dirty (15%) and parking is poor (6%) but encouragingly the most popular answer was 'nothing' which was mentioned by 31% of the sample;

17. Suggested improvements to the shared spaces were limited with the most common response being 'nothing' (45%) followed by cleaning of the communal areas (17%), provide more parking for residents and guests (8%) and better security / CCTV (6%);
18. With regard to respondents' satisfaction with the quality of the housing service provided by the Council, more than a quarter of respondents (26%) are very satisfied and 33% said they were satisfied. 11% were dissatisfied and 10% were very dissatisfied;
19. Exploring what respondents liked most about the quality of the housing service showed that 12% of the sample liked the helpful staff, 10% liked the quick response times and 8% felt the housing service was responsive. 46% mentioned either nothing (31%) or don't know (14%);
20. More than half the sample (57%) were unable to give any reasons for disliking the quality of the Council's housing service. However 11% were critical with regard to the delays in repairs, 10% felt that the housing service doesn't do its job properly and 7% stated that it was not quick at responding;
21. Aligned to the aspects attracting dissatisfaction, suggested improvements to the housing service were faster response times (14%), do a better job / provide a better service (6%) and better communication with tenants (4%). 55% of respondents did not offer any ideas on improving the housing service;
22. Almost a third of respondents (32%) were aware of the Residents' Commission on Council Housing, increasing to 37% among males and 37% among those aged 61-70. Awareness was lowest among 18-25 year olds and 26-30 year olds (each recording 19%). 85% of the 512 respondents who were not aware of the Residents' Commission on Council Housing asked for a brief explanation;
23. Even among those aware of the Residents' Commission on Council Housing, the majority (60%) did not know its aims and purpose. 10% of the sample thought that it allows tenants to voice concerns, 7% believed it was designed to improve the area and 6% thought it was designed to give tenants control over their area;
24. More than three quarters of the interviewees (79%) felt that it was important to be able to have more control or influence over the future of their housing and the services they receive. Only 9% of the sample thought it was either not very important or not at all important;

25. There was a net positive interest in four out of the six aspects that respondents were asked if they would like to get involved in. Being on the board and taking part in focus groups attracted a net negative score, nevertheless 30% and 39% of the sample respectively still expressed an interest in these two activities;
26. Four out of ten respondents felt that the area or estate where they live could be improved by modernisation or redevelopment, a sentiment that was highest among the younger age groups;
27. The principal aspects suggested were updating all the housing to the same standard (15%), refurbish the exterior of the buildings (9%), new windows (8%), make the area look more appealing (7%) and better security / CCTV (7%);
28. Approximately six out of ten respondents (58%) would have no concerns with a modernisation or redevelopment programme, however 7% queried if they would have to relocate, 4% were concerned that the area would lose its character and 3% of respondents queried whether it would cost them anything;
29. Nearly half of interviewees (47%) felt that the area or estate where they live could be improved by re-designing some of the existing space around the housing, this was a popular idea among all apart from those aged 71+;
30. The most popular suggestion was more parking (36%) followed by more green areas (33%) and more play areas for children (22%);
31. 74% of the relevant sample didn't mention any concerns they may have in connection with re-designing some of the existing space around the housing and any concerns were limited with no single aspect being mentioned by more than 4% of the sample;
32. A third of respondents (35%) thought that there could be a need to build new homes in the area or estate where they live with no appreciable differences between gender and age;
33. Among this sub sample 28% would like to see more flats, 19% suggested more family homes, 15% wanted to see social housing and 15% would like to see affordable homes being built;
34. When the total sample were asked what impact (if any) they thought the building of any new homes might create, 29% of the sample felt that there was no space for new housing, linked with the 10% who thought it would result in overcrowding. 10% of respondents were of the opinion that new housing would be a good thing and 7% felt that more affordable housing is needed;
35. As to whether there is a need for projects or activities that would create local job opportunities, opinion was evenly divided with 48% stating there was a need compared to 53% stating there was no need, a sentiment highest among those aged 71+ (67%);
36. Among the 356 respondents who felt there was a need, 19% suggested youth clubs, 7% thought that more should be aimed at children and 6% suggested a community gym / leisure centre;

37. Local newspaper was the most popular source for finding out about local news or something that might affect where interviewees live with 40% of the sample citing this source. The internet was mentioned by 21% of the sample followed by Council Newsletter (14%) and the radio / TV / national newspaper (14%);

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Hammersmith & Fulham Housing Survey

Gender and age

Research results for

SKV Communications

October 2015

Prepared by
Richard Lindsay



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LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
Mean score (years): [1, 3, 8, 15]																				
Q01 How long have you lived at this address? [PR]																				
Under 1 year	4.1%	31	3.5%	10	4.5%	21	21.9%	7	14.0%	6	7.4%	7	2.8%	3	3.4%	5	0.9%	1	0.0%	0
Between 1 and 5 years	16.3%	122	18.7%	53	14.8%	69	25.0%	8	39.5%	17	23.2%	22	21.3%	23	11.0%	16	15.5%	18	6.3%	11
Between 6 and 10 years	14.5%	109	19.0%	54	11.8%	55	6.3%	2	14.0%	6	30.5%	29	19.4%	21	13.1%	19	11.2%	13	10.2%	18
Over 10 years	65.1%	488	58.8%	167	68.9%	321	46.9%	15	32.6%	14	38.9%	37	56.5%	61	72.4%	105	72.4%	84	83.5%	147
Mean:	11.45	10.94	11.77	8.50	7.33	9.05	10.69	12.28	12.23	13.53										
Base:	750	284	466	32	43	95	108	145	116	176										
Q02 Which of the following describes you? [PR]																				
Tenant of the Council	81.5%	611	75.4%	214	85.2%	397	90.6%	29	83.7%	36	76.8%	73	77.8%	84	87.6%	127	78.4%	91	81.3%	143
Leaseholder	18.5%	139	24.6%	70	14.8%	69	9.4%	3	16.3%	7	23.2%	22	22.2%	24	12.4%	18	21.6%	25	18.8%	33
Other	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Base:	750	284	466	32	43	95	108	145	116	176										
Q03 Which of the following best describes the type of property you live in: [PR]																				
Flat in high rise block (block with more than five storeys)	15.7%	118	14.1%	40	16.7%	78	28.1%	9	25.6%	11	21.1%	20	12.0%	13	11.7%	17	12.1%	14	16.5%	29
Flat in medium rise block (block with five storeys or less)	62.4%	468	69.4%	197	58.2%	271	56.3%	18	58.1%	25	71.6%	68	70.4%	76	60.0%	87	62.1%	72	56.8%	100
House or bungalow	19.6%	147	15.1%	43	22.3%	104	12.5%	4	9.3%	4	6.3%	6	16.7%	18	27.6%	40	21.6%	25	24.4%	43
Other	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Base:	750	284	466	32	43	95	108	145	116	176										
Q04 Is the property you live in: [PR]																				
Part of an estate	64.9%	487	70.8%	201	61.4%	286	65.6%	21	81.4%	35	69.5%	66	71.3%	77	62.8%	91	62.9%	73	57.4%	101
An individual street property, or part of one	29.3%	220	23.6%	67	32.8%	153	34.4%	11	18.6%	8	30.5%	29	28.7%	31	36.6%	53	27.6%	32	26.7%	47
In a sheltered scheme	5.7%	43	5.6%	16	5.8%	27	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.7%	1	9.5%	11	15.9%	28
Base:	750	284	466	32	43	95	108	145	116	176										

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
Mean score (bedrooms): [1, 2, 3, 4, 6]																				
Q05 How many bedrooms does your property have? [PR]																				
Bedsit	1.3%	10	2.5%	7	0.6%	3	6.3%	2	2.3%	1	3.2%	3	0.9%	1	0.0%	0	0.9%	1	1.1%	2
1	32.9%	247	48.2%	137	23.6%	110	31.3%	10	34.9%	15	27.4%	26	31.5%	34	26.9%	39	36.2%	42	42.0%	74
2	37.5%	281	27.1%	77	43.8%	204	31.3%	10	44.2%	19	47.4%	45	38.0%	41	35.9%	52	35.3%	41	33.0%	58
3	23.1%	173	18.3%	52	26.0%	121	25.0%	8	16.3%	7	17.9%	17	24.1%	26	29.7%	43	24.1%	28	19.3%	34
4	4.7%	35	3.9%	11	5.2%	24	6.3%	2	2.3%	1	4.2%	4	5.6%	6	5.5%	8	3.4%	4	4.0%	7
More than 4	0.5%	4	0.0%	0	0.9%	4	0.0%	0	0.0%	0	0.0%	0	0.0%	0	2.1%	3	0.0%	0	0.6%	1
Mean:		2.02		1.77		2.16		2.07		1.86		1.99		2.04		2.22		1.95		1.87
Base:		750		284		466		32		43		95		108		145		116		176

Mean score: [Very satisfied = 2, Satisfied = 1, Neither = 0, Dissatisfied = -1, Very dissatisfied = -2]

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
Q06 In overall terms, how satisfied or dissatisfied are you with where you live, i.e. your home and where it is? [PR]																				
Very satisfied	47.5%	356	42.3%	120	50.6%	236	46.9%	15	51.2%	22	31.6%	30	33.3%	36	42.8%	62	56.0%	65	60.8%	107
Satisfied	32.7%	245	34.9%	99	31.3%	146	28.1%	9	25.6%	11	33.7%	32	43.5%	47	36.6%	53	31.9%	37	26.1%	46
Neither satisfied nor dissatisfied	10.5%	79	14.1%	40	8.4%	39	3.1%	1	11.6%	5	21.1%	20	10.2%	11	13.8%	20	7.8%	9	6.3%	11
Dissatisfied	5.6%	42	5.3%	15	5.8%	27	12.5%	4	9.3%	4	7.4%	7	7.4%	8	3.4%	5	2.6%	3	5.1%	9
Very dissatisfied	3.7%	28	3.5%	10	3.9%	18	9.4%	3	2.3%	1	6.3%	6	5.6%	6	3.4%	5	1.7%	2	1.7%	3
Mean:		1.15		1.07		1.19		0.91		1.14		0.77		0.92		1.12		1.38		1.39
Base:		750		284		466		32		43		95		108		145		116		176

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
Q07 What do you like most about your home and your PROPERTY TYPE MENTIONED AT Q04?																				
<i>Those who answered 'part of an estate' at Q04</i>																				
Central / close to amenities	12.7%	62	11.9%	24	13.3%	38	4.8%	1	14.3%	5	16.7%	11	18.2%	14	11.0%	10	19.2%	14	5.9%	6
Good location	12.3%	60	13.4%	27	11.5%	33	14.3%	3	17.1%	6	12.1%	8	11.7%	9	17.6%	16	6.8%	5	9.9%	10
Everything	11.1%	54	10.9%	22	11.2%	32	14.3%	3	5.7%	2	4.5%	3	6.5%	5	14.3%	13	9.6%	7	15.8%	16
Nice area / estate	10.5%	51	14.4%	29	7.7%	22	4.8%	1	11.4%	4	10.6%	7	19.5%	15	5.5%	5	13.7%	10	6.9%	7
It's a quiet area / estate	10.5%	51	12.4%	25	9.1%	26	9.5%	2	11.4%	4	6.1%	4	10.4%	8	7.7%	7	16.4%	12	11.9%	12
Familiarity with the area / estate	5.7%	28	4.0%	8	7.0%	20	9.5%	2	2.9%	1	7.6%	5	2.6%	2	6.6%	6	9.6%	7	5.0%	5
Suited to my needs	4.7%	23	3.5%	7	5.6%	16	0.0%	0	0.0%	0	3.0%	2	3.9%	3	4.4%	4	4.1%	3	9.9%	10
Good neighbours / community spirit	4.5%	22	3.0%	6	5.6%	16	4.8%	1	8.6%	3	3.0%	2	5.2%	4	2.2%	2	1.4%	1	7.9%	8
(Don't know)	3.5%	17	1.5%	3	4.9%	14	0.0%	0	2.9%	1	1.5%	1	2.6%	2	4.4%	4	5.5%	4	4.0%	4
Good transport links	3.1%	15	5.0%	10	1.7%	5	0.0%	0	2.9%	1	3.0%	2	3.9%	3	3.3%	3	0.0%	0	5.0%	5
Attractive area / estate	3.1%	15	3.0%	6	3.1%	9	0.0%	0	8.6%	3	7.6%	5	1.3%	1	1.1%	1	1.4%	1	4.0%	4
Design of home	2.9%	14	2.5%	5	3.1%	9	4.8%	1	0.0%	0	3.0%	2	1.3%	1	3.3%	3	1.4%	1	4.0%	4
Safe	2.3%	11	2.5%	5	2.1%	6	0.0%	0	2.9%	1	4.5%	3	1.3%	1	2.2%	2	2.7%	2	2.0%	2
Green / open areas	1.4%	7	0.5%	1	2.1%	6	0.0%	0	0.0%	0	3.0%	2	1.3%	1	1.1%	1	2.7%	2	1.0%	1
Nice atmosphere	1.0%	5	1.5%	3	0.7%	2	4.8%	1	2.9%	1	1.5%	1	1.3%	1	0.0%	0	0.0%	0	1.0%	1
Good sized property	0.8%	4	0.5%	1	1.0%	3	0.0%	0	2.9%	1	0.0%	0	1.3%	1	2.2%	2	0.0%	0	0.0%	0
Garden space	0.4%	2	0.5%	1	0.4%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	1.1%	1	0.0%	0	1.0%	1
Good accessibility	0.4%	2	0.5%	1	0.4%	1	0.0%	0	2.9%	1	0.0%	0	1.3%	1	0.0%	0	0.0%	0	0.0%	0
(Nothing)	9.0%	44	8.5%	17	9.4%	27	28.6%	6	2.9%	1	12.1%	8	6.5%	5	12.1%	11	5.5%	4	5.0%	5
Base:		487		201		286		21		35		66		77		91		73		101

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
Q07 What do you like most about your home and your PROPERTY TYPE MENTIONED AT Q04?																				
<i>Those who answered 'an individual property, or part of one' at Q04</i>																				
Nice area / estate	14.1%	31	11.9%	8	15.0%	23	9.1%	1	25.0%	2	17.2%	5	25.8%	8	5.7%	3	12.5%	4	14.9%	7
It's a quiet area / estate	12.3%	27	14.9%	10	11.1%	17	0.0%	0	0.0%	0	10.3%	3	9.7%	3	11.3%	6	18.8%	6	17.0%	8
Good location	11.4%	25	11.9%	8	11.1%	17	9.1%	1	12.5%	1	17.2%	5	9.7%	3	11.3%	6	12.5%	4	10.6%	5
Everything	10.0%	22	10.4%	7	9.8%	15	0.0%	0	12.5%	1	13.8%	4	6.5%	2	7.5%	4	6.3%	2	14.9%	7
Central / close to amenities	8.2%	18	13.4%	9	5.9%	9	9.1%	1	0.0%	0	13.8%	4	9.7%	3	11.3%	6	3.1%	1	6.4%	3
Design of home	5.9%	13	1.5%	1	7.8%	12	18.2%	2	0.0%	0	0.0%	0	3.2%	1	15.1%	8	0.0%	0	4.3%	2
Suited to my needs	5.5%	12	1.5%	1	7.2%	11	18.2%	2	0.0%	0	0.0%	0	3.2%	1	3.8%	2	3.1%	1	6.4%	3
Good neighbours / community spirit	5.0%	11	1.5%	1	6.5%	10	9.1%	1	0.0%	0	6.9%	2	3.2%	1	3.8%	2	12.5%	4	2.1%	1
(Don't know)	3.2%	7	1.5%	1	3.9%	6	0.0%	0	0.0%	0	0.0%	0	6.5%	2	3.8%	2	9.4%	3	0.0%	0
Attractive area / estate	2.7%	6	4.5%	3	2.0%	3	0.0%	0	12.5%	1	3.4%	1	0.0%	0	3.8%	2	3.1%	1	2.1%	1
Nice atmosphere	2.7%	6	6.0%	4	1.3%	2	9.1%	1	12.5%	1	3.4%	1	0.0%	0	1.9%	1	0.0%	0	4.3%	2
Familiarity with the area / estate	2.7%	6	3.0%	2	2.6%	4	0.0%	0	0.0%	0	3.4%	1	0.0%	0	1.9%	1	6.3%	2	2.1%	1
Garden space	2.7%	6	6.0%	4	1.3%	2	0.0%	0	12.5%	1	3.4%	1	0.0%	0	3.8%	2	3.1%	1	0.0%	0
Good transport links	2.7%	6	1.5%	1	3.3%	5	0.0%	0	12.5%	1	3.4%	1	3.2%	1	1.9%	1	3.1%	1	2.1%	1
Green / open areas	2.3%	5	1.5%	1	2.6%	4	0.0%	0	0.0%	0	0.0%	0	9.7%	3	0.0%	0	3.1%	1	2.1%	1
Safe	0.9%	2	0.0%	0	1.3%	2	0.0%	0	0.0%	0	0.0%	0	3.2%	1	0.0%	0	3.1%	1	0.0%	0
Good sized property	0.9%	2	1.5%	1	0.7%	1	0.0%	0	0.0%	0	3.4%	1	3.2%	1	0.0%	0	0.0%	0	0.0%	0
Good accessibility	0.5%	1	1.5%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	2.1%	1
(Nothing)	6.4%	14	6.0%	4	6.5%	10	18.2%	2	0.0%	0	0.0%	0	3.2%	1	13.2%	7	0.0%	0	8.5%	4
Base:		220		67		153		11		8		29		31		53		32		47

Q07 What do you like most about your home and your PROPERTY TYPE MENTIONED AT Q04?																				
<i>Those who mentioned 'sheltered accommodation' at Q04</i>																				
Good location	16.3%	7	18.8%	3	14.8%	4	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	18.2%	2	14.3%	4
Suited to my needs	14.0%	6	25.0%	4	7.4%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	9.1%	1	17.9%	5
Attractive area / estate	11.6%	5	6.3%	1	14.8%	4	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	17.9%	5
It's a quiet area / estate	9.3%	4	6.3%	1	11.1%	3	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	9.1%	1	10.7%	3
Nice area / estate	7.0%	3	6.3%	1	7.4%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	10.7%	3
Safe	7.0%	3	0.0%	0	11.1%	3	0.0%	0	0.0%	0	0.0%	0	0.0%	0	100.0%	1	0.0%	0	0.0%	0
Good neighbours / community spirit	7.0%	3	6.3%	1	7.4%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	9.1%	1	7.1%	2
Everything	7.0%	3	12.5%	2	3.7%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	18.2%	2	3.6%	1
Nice atmosphere	4.7%	2	12.5%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	18.2%	2	0.0%	0
Familiarity with the area / estate	2.3%	1	6.3%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	3.6%	1
Central / close to amenities	2.3%	1	0.0%	0	3.7%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	3.6%	1
Green / open areas	2.3%	1	0.0%	0	3.7%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	9.1%	1	0.0%	0
(Don't know)	2.3%	1	0.0%	0	3.7%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	3.6%	1
(Nothing)	7.0%	3	0.0%	0	11.1%	3	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	9.1%	1	7.1%	2
Base:		43		16		27		0		0		0		0		1		11		28

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
Q08 What do you dislike most about your home and your PROPERTY TYPE MENTIONED AT Q04?																				
<i>Those who answered 'part of an estate' at Q04</i>																				
Dirty area / estate	5.3%	26	5.0%	10	5.6%	16	0.0%	0	5.7%	2	6.1%	4	3.9%	3	3.3%	3	6.8%	5	7.9%	8
Noisy place to live	5.3%	26	7.0%	14	4.2%	12	4.8%	1	5.7%	2	9.1%	6	7.8%	6	5.5%	5	2.7%	2	3.0%	3
Poor estate maintenance	4.7%	23	5.0%	10	4.5%	13	4.8%	1	2.9%	1	4.5%	3	2.6%	2	6.6%	6	4.1%	3	6.9%	7
Trouble with neighbours	4.3%	21	3.5%	7	4.9%	14	0.0%	0	2.9%	1	0.0%	0	2.6%	2	7.7%	7	5.5%	4	5.9%	6
Home is too small	4.3%	21	3.0%	6	5.2%	15	9.5%	2	11.4%	4	7.6%	5	5.2%	4	4.4%	4	1.4%	1	1.0%	1
Crime on the estate	3.7%	18	2.5%	5	4.5%	13	4.8%	1	8.6%	3	6.1%	4	1.3%	1	6.6%	6	1.4%	1	0.0%	0
Parking issues	3.1%	15	3.0%	6	3.1%	9	4.8%	1	0.0%	0	3.0%	2	3.9%	3	4.4%	4	5.5%	4	1.0%	1
No lifts	2.3%	11	2.5%	5	2.1%	6	4.8%	1	0.0%	0	7.6%	5	0.0%	0	1.1%	1	1.4%	1	3.0%	3
Damp / mould	1.8%	9	1.0%	2	2.4%	7	0.0%	0	2.9%	1	4.5%	3	3.9%	3	0.0%	0	2.7%	2	0.0%	0
Communal / shared areas	1.4%	7	1.0%	2	1.7%	5	4.8%	1	0.0%	0	0.0%	0	2.6%	2	2.2%	2	0.0%	0	1.0%	1
Property is run-down	1.2%	6	1.0%	2	1.4%	4	0.0%	0	2.9%	1	0.0%	0	5.2%	4	0.0%	0	1.4%	1	0.0%	0
Wider neighbourhood issues	1.0%	5	2.0%	4	0.4%	1	4.8%	1	0.0%	0	1.5%	1	0.0%	0	2.2%	2	0.0%	0	1.0%	1
Needs modernising	1.0%	5	1.5%	3	0.7%	2	0.0%	0	2.9%	1	1.5%	1	0.0%	0	1.1%	1	2.7%	2	0.0%	0
General home maintenance is poor or not done	1.0%	5	0.5%	1	1.4%	4	0.0%	0	0.0%	0	0.0%	0	3.9%	3	1.1%	1	0.0%	0	0.0%	0
Faulty lift	1.0%	5	0.0%	0	1.7%	5	0.0%	0	2.9%	1	1.5%	1	0.0%	0	1.1%	1	2.7%	2	0.0%	0
Traffic / close to a main road	0.8%	4	1.0%	2	0.7%	2	0.0%	0	0.0%	0	0.0%	0	2.6%	2	0.0%	0	1.4%	1	1.0%	1
State of the windows	0.8%	4	0.5%	1	1.0%	3	0.0%	0	0.0%	0	1.5%	1	1.3%	1	1.1%	1	0.0%	0	1.0%	1
Bathroom is too small	0.6%	3	0.5%	1	0.7%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	2.2%	2	0.0%	0	1.0%	1
Property needs adapting to my needs	0.6%	3	0.5%	1	0.7%	2	0.0%	0	0.0%	0	0.0%	0	1.3%	1	1.1%	1	0.0%	0	1.0%	1
Everything	0.6%	3	1.0%	2	0.4%	1	0.0%	0	0.0%	0	1.5%	1	1.3%	1	0.0%	0	1.4%	1	0.0%	0
Too far from public transport links	0.6%	3	0.0%	0	1.0%	3	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	1.4%	1	1.0%	1
Too high up	0.6%	3	0.0%	0	1.0%	3	0.0%	0	0.0%	0	1.5%	1	1.3%	1	1.1%	1	0.0%	0	0.0%	0
Not central enough	0.4%	2	0.5%	1	0.4%	1	0.0%	0	0.0%	0	0.0%	0	1.3%	1	0.0%	0	0.0%	0	1.0%	1
Kitchen is too small	0.4%	2	0.5%	1	0.4%	1	0.0%	0	2.9%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	1.0%	1
Rent is too high	0.4%	2	0.5%	1	0.4%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	1.1%	1	1.4%	1	0.0%	0
Lack of green areas for children to play	0.2%	1	0.5%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	1.0%	1
Lack of a garden	0.2%	1	0.5%	1	0.0%	0	0.0%	0	0.0%	0	1.5%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Not secure enough	0.2%	1	0.0%	0	0.4%	1	0.0%	0	0.0%	0	0.0%	0	1.3%	1	0.0%	0	0.0%	0	0.0%	0
Dislike décor	0.2%	1	0.0%	0	0.4%	1	0.0%	0	0.0%	0	0.0%	0	1.3%	1	0.0%	0	0.0%	0	0.0%	0
(Nothing)	48.0%	234	51.7%	104	45.5%	130	52.4%	11	45.7%	16	37.9%	25	37.7%	29	41.8%	38	53.4%	39	61.4%	62
(Don't know)	3.3%	16	3.5%	7	3.1%	9	4.8%	1	2.9%	1	3.0%	2	7.8%	6	3.3%	3	2.7%	2	0.0%	0
Base:		487		201		286		21		35		66		77		91		73		101

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
Q08 What do you dislike most about your home and your PROPERTY TYPE MENTIONED AT Q04?																				
<i>Those who answered 'an individual property, or part of one' at Q04</i>																				
Noisy place to live	7.3%	16	10.4%	7	5.9%	9	0.0%	0	0.0%	0	6.9%	2	16.1%	5	9.4%	5	3.1%	1	6.4%	3
Dirty area / estate	5.9%	13	4.5%	3	6.5%	10	18.2%	2	0.0%	0	10.3%	3	6.5%	2	5.7%	3	6.3%	2	2.1%	1
Home is too small	5.5%	12	4.5%	3	5.9%	9	9.1%	1	0.0%	0	10.3%	3	3.2%	1	9.4%	5	3.1%	1	2.1%	1
Trouble with neighbours	3.2%	7	7.5%	5	1.3%	2	0.0%	0	12.5%	1	3.4%	1	0.0%	0	1.9%	1	6.3%	2	2.1%	1
Poor estate maintenance	2.7%	6	0.0%	0	3.9%	6	0.0%	0	0.0%	0	0.0%	0	9.7%	3	0.0%	0	6.3%	2	2.1%	1
Needs modernising	2.3%	5	1.5%	1	2.6%	4	0.0%	0	12.5%	1	0.0%	0	3.2%	1	3.8%	2	0.0%	0	2.1%	1
Kitchen is too small	2.3%	5	4.5%	3	1.3%	2	9.1%	1	0.0%	0	0.0%	0	0.0%	0	5.7%	3	0.0%	0	2.1%	1
Property is run-down	1.8%	4	0.0%	0	2.6%	4	0.0%	0	0.0%	0	0.0%	0	3.2%	1	3.8%	2	0.0%	0	2.1%	1
Traffic / close to a main road	1.8%	4	3.0%	2	1.3%	2	0.0%	0	0.0%	0	3.4%	1	3.2%	1	1.9%	1	3.1%	1	0.0%	0
General home maintenance is poor or not done	1.4%	3	1.5%	1	1.3%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	9.4%	3	0.0%	0
No lifts	1.4%	3	1.5%	1	1.3%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	3.8%	2	0.0%	0	0.0%	0
Damp / mould	1.4%	3	0.0%	0	2.0%	3	0.0%	0	0.0%	0	0.0%	0	3.2%	1	1.9%	1	0.0%	0	2.1%	1
Bathroom is too small	0.9%	2	1.5%	1	0.7%	1	9.1%	1	0.0%	0	3.4%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Wider neighbourhood issues	0.9%	2	0.0%	0	1.3%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	3.8%	2	0.0%	0	0.0%	0
Communal / shared areas	0.9%	2	0.0%	0	1.3%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	1.9%	1	0.0%	0	2.1%	1
Property needs adapting to my needs	0.9%	2	1.5%	1	0.7%	1	0.0%	0	0.0%	0	3.4%	1	3.2%	1	0.0%	0	0.0%	0	0.0%	0
Lack of a garden	0.9%	2	1.5%	1	0.7%	1	0.0%	0	0.0%	0	3.4%	1	3.2%	1	0.0%	0	0.0%	0	0.0%	0
Rent is too high	0.5%	1	1.5%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	3.1%	1	0.0%	0
Parking issues	0.5%	1	1.5%	1	0.0%	0	9.1%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Faulty lift	0.5%	1	0.0%	0	0.7%	1	0.0%	0	0.0%	0	0.0%	0	3.2%	1	0.0%	0	0.0%	0	0.0%	0
Lack of green areas for children to play	0.5%	1	0.0%	0	0.7%	1	0.0%	0	0.0%	0	3.4%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0
State of the windows	0.5%	1	0.0%	0	0.7%	1	9.1%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Crime on the estate	0.5%	1	1.5%	1	0.0%	0	0.0%	0	0.0%	0	3.4%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Nothing)	51.8%	114	47.8%	32	53.6%	82	36.4%	4	75.0%	6	41.4%	12	32.3%	10	47.2%	25	56.3%	18	70.2%	33
(Don't know)	4.1%	9	4.5%	3	3.9%	6	0.0%	0	0.0%	0	6.9%	2	9.7%	3	0.0%	0	3.1%	1	4.3%	2
Base:		220		67		153		11		8		29		31		53		32		47

Q08 What do you dislike most about your home and your PROPERTY TYPE MENTIONED AT Q04?

Those who mentioned 'sheltered accommodation' at Q04

Home is too small	4.7%	2	0.0%	0	7.4%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	18.2%	2	0.0%	0
Communal / shared areas	4.7%	2	0.0%	0	7.4%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	7.1%	2
Parking issues	4.7%	2	0.0%	0	7.4%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	7.1%	2
Poor estate maintenance	2.3%	1	0.0%	0	3.7%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	3.6%	1
Needs modernising	2.3%	1	0.0%	0	3.7%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	3.6%	1
Noisy place to live	2.3%	1	6.3%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	3.6%	1
No lifts	2.3%	1	0.0%	0	3.7%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	3.6%	1
(Nothing)	76.7%	33	93.8%	15	66.7%	18	0.0%	0	0.0%	0	0.0%	0	0.0%	0	100.0%	1	81.8%	9	71.4%	20
Base:		43		16		27		0		0		0		0		1		11		28

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+
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Mean score: [Very satisfied = 2, Satisfied = 1, Neither = 0, Dissatisfied = -1, Very dissatisfied = -2]

Q09 How satisfied or dissatisfied are you with the quality (i.e. physical condition) of your home, both inside and outside? [PR]

Very satisfied	32.7%	245	34.9%	99	31.3%	146	46.9%	15	27.9%	12	17.9%	17	19.4%	21	24.8%	36	36.2%	42	46.6%	82
Satisfied	34.9%	262	38.7%	110	32.6%	152	18.8%	6	34.9%	15	35.8%	34	38.0%	41	37.9%	55	34.5%	40	35.2%	62
Neither satisfied nor dissatisfied	15.5%	116	16.9%	48	14.6%	68	6.3%	2	14.0%	6	16.8%	16	21.3%	23	20.7%	30	19.0%	22	8.0%	14
Dissatisfied	11.3%	85	6.3%	18	14.4%	67	18.8%	6	16.3%	7	24.2%	23	11.1%	12	9.7%	14	6.9%	8	8.0%	14
Very dissatisfied	5.6%	42	3.2%	9	7.1%	33	9.4%	3	7.0%	3	5.3%	5	10.2%	11	6.9%	10	3.4%	4	2.3%	4
<i>Mean:</i>		<i>0.78</i>		<i>0.96</i>		<i>0.67</i>		<i>0.75</i>		<i>0.60</i>		<i>0.37</i>		<i>0.45</i>		<i>0.64</i>		<i>0.93</i>		<i>1.16</i>
Base:		750		284		466		32		43		95		108		145		116		176

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
Q10 What do you like most about the quality / physical condition of your home?																				
Everything - it's fine	28.1%	211	32.7%	93	25.3%	118	28.1%	9	18.6%	8	27.4%	26	24.1%	26	22.8%	33	27.6%	32	38.6%	68
Just the right sized property	12.4%	93	10.6%	30	13.5%	63	18.8%	6	18.6%	8	13.7%	13	14.8%	16	11.0%	16	12.9%	15	7.4%	13
Well decorated	8.3%	62	7.7%	22	8.6%	40	9.4%	3	14.0%	6	5.3%	5	9.3%	10	9.0%	13	9.5%	11	6.3%	11
Good design	7.5%	56	7.7%	22	7.3%	34	6.3%	2	4.7%	2	8.4%	8	4.6%	5	8.3%	12	8.6%	10	9.1%	16
Clean & tidy	2.9%	22	2.8%	8	3.0%	14	3.1%	1	2.3%	1	2.1%	2	1.9%	2	1.4%	2	3.4%	4	3.4%	6
Has character	1.6%	12	1.4%	4	1.7%	8	0.0%	0	4.7%	2	2.1%	2	1.9%	2	2.1%	3	0.0%	0	1.7%	3
Good atmosphere	1.6%	12	0.7%	2	2.1%	10	0.0%	0	2.3%	1	1.1%	1	0.9%	1	0.7%	1	2.6%	3	2.3%	4
Good heating	1.5%	11	2.1%	6	1.1%	5	0.0%	0	4.7%	2	0.0%	0	1.9%	2	1.4%	2	2.6%	3	0.6%	1
Garden space	1.5%	11	1.4%	4	1.5%	7	3.1%	1	0.0%	0	1.1%	1	0.9%	1	2.1%	3	1.7%	2	1.1%	2
Solid building	1.1%	8	1.1%	3	1.1%	5	0.0%	0	0.0%	0	0.0%	0	0.0%	0	4.1%	6	1.7%	2	0.0%	0
Kitchen	1.1%	8	0.7%	2	1.3%	6	0.0%	0	0.0%	0	1.1%	1	0.9%	1	2.8%	4	0.0%	0	1.1%	2
In a quiet area	0.9%	7	1.1%	3	0.9%	4	3.1%	1	0.0%	0	0.0%	0	0.9%	1	0.7%	1	0.0%	0	2.3%	4
Comfortable living space	0.9%	7	1.1%	3	0.9%	4	0.0%	0	2.3%	1	2.1%	2	0.0%	0	0.0%	0	0.9%	1	1.1%	2
In a good area	0.9%	7	0.4%	1	1.3%	6	3.1%	1	0.0%	0	0.0%	0	0.9%	1	0.7%	1	0.9%	1	1.1%	2
Windows	0.9%	7	0.7%	2	1.1%	5	0.0%	0	2.3%	1	1.1%	1	0.9%	1	0.0%	0	1.7%	2	1.1%	2
Safe / secure	0.8%	6	0.7%	2	0.9%	4	0.0%	0	2.3%	1	0.0%	0	0.9%	1	2.1%	3	0.0%	0	0.6%	1
Well maintained	0.8%	6	0.7%	2	0.9%	4	0.0%	0	0.0%	0	2.1%	2	1.9%	2	0.0%	0	0.0%	0	1.1%	2
New heating system	0.7%	5	1.1%	3	0.4%	2	0.0%	0	2.3%	1	1.1%	1	0.9%	1	0.0%	0	0.9%	1	0.0%	0
Well suited to my needs	0.7%	5	1.4%	4	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.7%	1	0.9%	1	1.1%	2
Good layout	0.5%	4	0.7%	2	0.4%	2	3.1%	1	4.7%	2	1.1%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Good accessibility	0.4%	3	0.0%	0	0.6%	3	0.0%	0	4.7%	2	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.0%	0
Familiarity with the property	0.4%	3	0.7%	2	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.7%	1	0.9%	1	0.0%	0
Well lit	0.4%	3	0.0%	0	0.6%	3	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.7%	1	0.9%	1	0.6%	1
Modern	0.4%	3	1.1%	3	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.7%	1	0.9%	1	0.0%	0
All on one floor	0.4%	3	0.4%	1	0.4%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.7%	1	0.9%	1	0.6%	1
Bathroom	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.0%	0	0.9%	1	0.0%	0
Sound proofed	0.3%	2	0.7%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	1.4%	2	0.0%	0	0.0%	0
Near everything I need	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.6%	1
Nice and open	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.0%	0
(Nothing)	16.1%	121	14.8%	42	17.0%	79	21.9%	7	7.0%	3	24.2%	23	18.5%	20	18.6%	27	11.2%	13	13.1%	23
(Don't know)	6.4%	48	5.6%	16	6.9%	32	0.0%	0	4.7%	2	6.3%	6	10.2%	11	6.9%	10	7.8%	9	5.1%	9
Base:		750		284		466		32		43		95		108		145		116		176

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
Q11 What do you dislike most about the quality / physical condition of your home?																				
Windows need updating	5.6%	42	3.5%	10	6.9%	32	9.4%	3	0.0%	0	13.7%	13	8.3%	9	4.8%	7	5.2%	6	2.3%	4
Poorly maintained	5.2%	39	6.0%	17	4.7%	22	6.3%	2	2.3%	1	7.4%	7	7.4%	8	4.8%	7	6.9%	8	3.4%	6
Damp / mould	5.1%	38	4.6%	13	5.4%	25	3.1%	1	4.7%	2	6.3%	6	8.3%	9	6.9%	10	4.3%	5	1.7%	3
Too small	3.7%	28	3.5%	10	3.9%	18	6.3%	2	4.7%	2	9.5%	9	4.6%	5	5.5%	8	0.0%	0	1.1%	2
Needs decorating	3.2%	24	2.1%	6	3.9%	18	3.1%	1	0.0%	0	2.1%	2	1.9%	2	2.1%	3	4.3%	5	5.7%	10
Property has leaks	2.9%	22	2.1%	6	3.4%	16	0.0%	0	4.7%	2	1.1%	1	3.7%	4	3.4%	5	6.0%	7	1.7%	3
Heating system / insulation needs updating	2.5%	19	1.1%	3	3.4%	16	0.0%	0	4.7%	2	1.1%	1	3.7%	4	2.1%	3	2.6%	3	3.4%	6
Walls need sound proofing, too noisy	1.7%	13	3.2%	9	0.9%	4	0.0%	0	4.7%	2	0.0%	0	3.7%	4	2.1%	3	1.7%	2	1.1%	2
Cracked walls	1.7%	13	0.7%	2	2.4%	11	0.0%	0	0.0%	0	0.0%	0	2.8%	3	2.1%	3	2.6%	3	1.7%	3
Exterior isn't maintained	1.7%	13	1.4%	4	1.9%	9	0.0%	0	4.7%	2	0.0%	0	1.9%	2	2.1%	3	0.9%	1	2.3%	4
Kitchen is too small	1.5%	11	0.7%	2	1.9%	9	3.1%	1	2.3%	1	1.1%	1	2.8%	3	2.1%	3	0.9%	1	0.6%	1
Kitchen needs updating / repairing	1.5%	11	1.4%	4	1.5%	7	0.0%	0	7.0%	3	1.1%	1	1.9%	2	2.8%	4	0.9%	1	0.0%	0
Rooms are too small	1.3%	10	0.7%	2	1.7%	8	3.1%	1	0.0%	0	4.2%	4	0.0%	0	1.4%	2	1.7%	2	0.0%	0
Need modernising	1.3%	10	0.7%	2	1.7%	8	0.0%	0	4.7%	2	2.1%	2	1.9%	2	1.4%	2	1.7%	2	0.0%	0
Property is always cold	1.1%	8	1.1%	3	1.1%	5	0.0%	0	0.0%	0	1.1%	1	0.9%	1	0.7%	1	1.7%	2	1.7%	3
No cleaning is done / Dirty areas	0.9%	7	1.1%	3	0.9%	4	0.0%	0	2.3%	1	0.0%	0	0.9%	1	1.4%	2	1.7%	2	0.0%	0
Doors aren't maintained	0.9%	7	0.0%	0	1.5%	7	0.0%	0	2.3%	1	0.0%	0	1.9%	2	0.7%	1	0.0%	0	0.6%	1
Bathroom needs updating	0.9%	7	0.4%	1	1.3%	6	0.0%	0	2.3%	1	1.1%	1	0.9%	1	0.0%	0	0.9%	1	1.1%	2
No lifts	0.8%	6	0.7%	2	0.9%	4	3.1%	1	0.0%	0	2.1%	2	0.0%	0	0.7%	1	0.0%	0	1.1%	2
Lack of storage	0.7%	5	0.4%	1	0.9%	4	3.1%	1	0.0%	0	1.1%	1	1.9%	2	0.7%	1	0.0%	0	0.0%	0
Bathroom needs repairing	0.5%	4	0.4%	1	0.6%	3	3.1%	1	2.3%	1	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.6%	1
Lift often breaks	0.4%	3	0.4%	1	0.4%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	2.1%	3	0.0%	0	0.0%	0
Floors aren't level	0.4%	3	0.4%	1	0.4%	2	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.7%	1	0.9%	1	0.0%	0
No shower	0.3%	2	0.4%	1	0.2%	1	0.0%	0	2.3%	1	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.0%	0
Other	0.3%	2	0.4%	1	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.6%	1
Not enough light is let into the rooms	0.3%	2	0.4%	1	0.2%	1	3.1%	1	0.0%	0	0.0%	0	0.9%	1	0.0%	0	0.0%	0	0.0%	0
Needs rewiring	0.1%	1	0.0%	0	0.2%	1	0.0%	0	2.3%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Guttering needs seeing to	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.0%	0
Not enough toilets	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.0%	0	0.0%	0	0.0%	0
(Nothing)	48.5%	364	58.1%	165	42.7%	199	46.9%	15	39.5%	17	40.0%	38	31.5%	34	42.8%	62	51.7%	60	64.2%	113
(Don't know)	4.5%	34	4.6%	13	4.5%	21	6.3%	2	2.3%	1	5.3%	5	6.5%	7	4.8%	7	2.6%	3	5.1%	9
Base:		750		284		466		32		43		95		108		145		116		176

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
Q12 What improvement(s) would you most like to see to the quality / physical condition of your home? [MR]																				
Double glazing / new windows	8.4%	63	5.6%	16	10.1%	47	6.3%	2	2.3%	1	14.7%	14	10.2%	11	9.0%	13	9.5%	11	5.1%	9
Repair damp / damp-proofing	4.8%	36	3.2%	9	5.8%	27	3.1%	1	7.0%	3	10.5%	10	5.6%	6	4.8%	7	3.4%	4	1.7%	3
Better overall maintenance and repairs	4.4%	33	4.9%	14	4.1%	19	3.1%	1	7.0%	3	5.3%	5	3.7%	4	3.4%	5	7.8%	9	2.8%	5
Fix leaks	3.9%	29	3.9%	11	3.9%	18	9.4%	3	4.7%	2	2.1%	2	5.6%	6	4.8%	7	4.3%	5	2.3%	4
Updated bathroom	3.7%	28	3.5%	10	3.9%	18	9.4%	3	7.0%	3	3.2%	3	7.4%	8	2.8%	4	3.4%	4	1.7%	3
Update kitchen	3.3%	25	3.5%	10	3.2%	15	9.4%	3	4.7%	2	2.1%	2	5.6%	6	4.8%	7	0.0%	0	2.8%	5
Improved heating system	3.3%	25	3.5%	10	3.2%	15	3.1%	1	7.0%	3	2.1%	2	1.9%	2	3.4%	5	2.6%	3	5.1%	9
Update décor	3.2%	24	3.2%	9	3.2%	15	0.0%	0	0.0%	0	4.2%	4	0.9%	1	3.4%	5	6.0%	7	2.8%	5
Bigger property	1.5%	11	0.7%	2	1.9%	9	6.3%	2	0.0%	0	3.2%	3	1.9%	2	1.4%	2	0.9%	1	0.6%	1
Bigger kitchen	1.5%	11	0.0%	0	2.4%	11	0.0%	0	2.3%	1	2.1%	2	0.9%	1	4.1%	6	0.9%	1	0.0%	0
Repair ceilings	1.5%	11	1.8%	5	1.3%	6	3.1%	1	2.3%	1	1.1%	1	1.9%	2	1.4%	2	2.6%	3	0.6%	1
Repair walls	1.3%	10	1.8%	5	1.1%	5	3.1%	1	2.3%	1	0.0%	0	1.9%	2	1.4%	2	1.7%	2	0.6%	1
Soundproofing	1.3%	10	1.8%	5	1.1%	5	0.0%	0	2.3%	1	1.1%	1	2.8%	3	1.4%	2	1.7%	2	0.6%	1
Insulation	1.2%	9	1.1%	3	1.3%	6	0.0%	0	0.0%	0	2.1%	2	3.7%	4	0.7%	1	1.7%	2	0.0%	0
Better floors	1.1%	8	1.1%	3	1.1%	5	0.0%	0	0.0%	0	2.1%	2	0.9%	1	0.7%	1	1.7%	2	1.1%	2
Fix roof	1.1%	8	0.7%	2	1.3%	6	0.0%	0	0.0%	0	1.1%	1	2.8%	3	1.4%	2	1.7%	2	0.0%	0
External repairs	1.1%	8	0.7%	2	1.3%	6	0.0%	0	2.3%	1	1.1%	1	1.9%	2	0.0%	0	2.6%	3	0.6%	1
Install a lift	1.1%	8	1.1%	3	1.1%	5	3.1%	1	0.0%	0	1.1%	1	0.9%	1	1.4%	2	0.0%	0	1.7%	3
Install a shower	1.1%	8	2.1%	6	0.4%	2	0.0%	0	7.0%	3	1.1%	1	0.0%	0	0.7%	1	0.0%	0	1.7%	3
Fix drainage	0.9%	7	0.4%	1	1.3%	6	0.0%	0	2.3%	1	1.1%	1	0.0%	0	2.1%	3	0.0%	0	0.6%	1
Update doors	0.9%	7	0.4%	1	1.3%	6	0.0%	0	0.0%	0	0.0%	0	2.8%	3	0.7%	1	0.0%	0	0.6%	1
Modernise housing	0.8%	6	1.4%	4	0.4%	2	0.0%	0	0.4%	0	1.1%	1	0.0%	0	1.4%	2	0.9%	1	1.1%	2
Toilet repair	0.8%	6	0.0%	0	1.3%	6	0.0%	0	0.0%	0	0.0%	0	3.7%	4	0.7%	1	0.9%	1	0.0%	0
More storage	0.8%	6	0.7%	2	0.9%	4	3.1%	1	0.0%	0	1.1%	1	1.9%	2	0.7%	1	0.9%	1	0.0%	0
Ensure the area is tidy and clear	0.8%	6	0.4%	1	1.1%	5	0.0%	0	0.0%	0	0.0%	0	3.7%	4	0.7%	1	0.9%	1	0.0%	0
Better external maintenance	0.7%	5	0.7%	2	0.6%	3	0.0%	0	2.3%	1	0.0%	0	0.0%	0	0.7%	1	0.9%	1	0.6%	1
Bigger bathroom	0.7%	5	0.0%	0	1.1%	5	0.0%	0	0.0%	0	2.1%	2	0.9%	1	0.7%	1	0.9%	1	0.0%	0
Better lighting	0.5%	4	0.7%	2	0.4%	2	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.7%	1	0.0%	0	1.1%	2
Clean up the area	0.5%	4	0.4%	1	0.6%	3	3.1%	1	0.0%	0	0.0%	0	0.9%	1	0.7%	1	0.0%	0	0.6%	1
Bigger bedrooms	0.4%	3	0.4%	1	0.4%	2	3.1%	1	0.0%	0	0.0%	0	0.0%	0	1.4%	2	0.0%	0	0.0%	0
Better security	0.4%	3	0.0%	0	0.6%	3	0.0%	0	4.7%	2	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.0%	0
New fencing	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.6%	1
Stair lift	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.6%	1
Fix lift	0.3%	2	0.4%	1	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	1.4%	2	0.0%	0	0.0%	0
Clean bins (and surrounding areas) more often	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.6%	1
Remove balcony	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	1.1%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Rewiring	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.0%	0	0.0%	0	0.0%	0
(Nothing)	43.5%	326	49.3%	140	39.9%	186	46.9%	15	34.9%	15	37.9%	36	32.4%	35	35.9%	52	46.6%	54	56.3%	99
(Don't know)	7.2%	54	6.7%	19	7.5%	35	3.1%	1	7.0%	3	7.4%	7	6.5%	7	9.0%	13	3.4%	4	9.1%	16
Base:		750		284		466		32		43		95		108		145		116		176

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+
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Mean score: [Very satisfied = 2, Satisfied = 1, Neither = 0, Dissatisfied = -1, Very dissatisfied = -2]

Q13 How satisfied or dissatisfied are you with the quality of the shared spaces in the area or estate where you live (e.g. including communal areas and stairways/lifts in blocks, landscaping, parking areas and footpaths)? [PR]

Very satisfied	26.9%	202	25.7%	73	27.7%	129	25.0%	8	34.9%	15	23.2%	22	21.3%	23	19.3%	28	24.1%	28	36.9%	65
Satisfied	30.8%	231	34.5%	98	28.5%	133	43.8%	14	18.6%	8	28.4%	27	30.6%	33	31.0%	45	31.9%	37	34.1%	60
Neither satisfied nor dissatisfied	23.1%	173	22.2%	63	23.6%	110	15.6%	5	16.3%	7	27.4%	26	25.9%	28	24.8%	36	25.9%	30	19.9%	35
Dissatisfied	11.9%	89	10.9%	31	12.4%	58	6.3%	2	14.0%	6	15.8%	15	16.7%	18	11.0%	16	11.2%	13	6.8%	12
Very dissatisfied	7.3%	55	6.7%	19	7.7%	36	9.4%	3	16.3%	7	5.3%	5	5.6%	6	13.8%	20	6.9%	8	2.3%	4
Mean:		0.58		0.62		0.56		0.69		0.42		0.48		0.45		0.31		0.55		0.97
Base:		750		284		466		32		43		95		108		145		116		176

Q14 What do you like most about the quality of the shared spaces in the area or estate where you live?

Clean	14.5%	109	16.5%	47	13.3%	62	25.0%	8	16.3%	7	11.6%	11	20.4%	22	9.7%	14	16.4%	19	15.3%	27
Everything - it's fine	14.1%	106	12.7%	36	15.0%	70	15.6%	5	16.3%	7	11.6%	11	10.2%	11	16.6%	24	9.5%	11	16.5%	29
Nice / attractive area	7.9%	59	8.1%	23	7.7%	36	3.1%	1	7.0%	3	7.4%	7	4.6%	5	6.2%	9	9.5%	11	11.9%	21
Local to amenities (e.g. shops)	4.1%	31	4.2%	12	4.1%	19	9.4%	3	0.0%	0	3.2%	3	3.7%	4	3.4%	5	3.4%	4	5.7%	10
Well maintained	3.3%	25	4.2%	12	2.8%	13	6.3%	2	4.7%	2	1.1%	1	4.6%	5	3.4%	5	3.4%	4	3.4%	6
Nice people	3.1%	23	1.8%	5	3.9%	18	6.3%	2	2.3%	1	3.2%	3	3.7%	4	2.1%	3	1.7%	2	4.0%	7
The garden	2.1%	16	2.5%	7	1.9%	9	0.0%	0	4.7%	2	4.2%	4	1.9%	2	1.4%	2	2.6%	3	1.1%	2
Parking	1.9%	14	2.8%	8	1.3%	6	6.3%	2	2.3%	1	3.2%	3	2.8%	3	2.1%	3	0.0%	0	1.1%	2
Facilities for children to play	1.5%	11	1.8%	5	1.3%	6	0.0%	0	0.0%	0	4.2%	4	0.0%	0	0.0%	0	2.6%	3	1.7%	3
The lifts	1.3%	10	0.7%	2	1.7%	8	3.1%	1	4.7%	2	1.1%	1	0.0%	0	0.0%	0	1.7%	2	1.1%	2
Spacious	1.3%	10	1.8%	5	1.1%	5	0.0%	0	2.3%	1	1.1%	1	1.9%	2	2.8%	4	0.9%	1	0.6%	1
Quiet	0.9%	7	2.1%	6	0.2%	1	0.0%	0	4.7%	2	1.1%	1	0.9%	1	0.7%	1	1.7%	2	0.0%	0
Secure / safe	0.8%	6	0.4%	1	1.1%	5	3.1%	1	0.0%	0	1.1%	1	0.9%	1	0.7%	1	0.0%	0	1.1%	2
Recently decorated	0.5%	4	0.0%	0	0.9%	4	3.1%	1	0.0%	0	1.1%	1	0.0%	0	0.0%	0	0.0%	0	1.1%	2
Balcony	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.7%	1	0.0%	0	0.0%	0
Nearby parks	0.3%	2	0.4%	1	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.6%	1
Easily accessible	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.0%	0	1.1%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Good transport links	0.1%	1	0.4%	1	0.0%	0	0.0%	0	2.3%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Plenty of storage	0.1%	1	0.4%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.0%	0
(Nothing)	30.8%	231	30.6%	87	30.9%	144	12.5%	4	27.9%	12	34.7%	33	30.6%	33	37.2%	54	34.5%	40	24.4%	43
(Don't know)	10.7%	80	8.8%	25	11.8%	55	6.3%	2	4.7%	2	9.5%	9	13.0%	14	11.7%	17	12.1%	14	10.2%	18
Base:		750		284		466		32		43		95		108		145		116		176

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
Q15 What do you dislike most about the quality of the shared spaces in the area or estate where you live?																				
Untidy / dirty	14.8%	111	13.7%	39	15.5%	72	9.4%	3	23.3%	10	12.6%	12	17.6%	19	19.3%	28	15.5%	18	9.1%	16
Parking is poor	6.4%	48	5.3%	15	7.1%	33	9.4%	3	7.0%	3	10.5%	10	8.3%	9	3.4%	5	6.9%	8	5.7%	10
Lifts not working	2.5%	19	2.8%	8	2.4%	11	0.0%	0	2.3%	1	4.2%	4	2.8%	3	2.1%	3	1.7%	2	3.4%	6
Poorly maintained	2.5%	19	2.1%	6	2.8%	13	0.0%	0	0.0%	0	2.1%	2	3.7%	4	2.1%	3	2.6%	3	2.8%	5
Too many kids hanging around	2.3%	17	2.8%	8	1.9%	9	3.1%	1	2.3%	1	1.1%	1	2.8%	3	4.8%	7	0.0%	0	1.1%	2
Stairways are dirty	2.3%	17	2.5%	7	2.1%	10	0.0%	0	2.3%	1	3.2%	3	2.8%	3	2.1%	3	1.7%	2	1.7%	3
No lifts	1.7%	13	2.5%	7	1.3%	6	6.3%	2	4.7%	2	2.1%	2	0.9%	1	2.8%	4	1.7%	2	0.0%	0
Not secure enough	1.7%	13	2.1%	6	1.5%	7	3.1%	1	0.0%	0	1.1%	1	4.6%	5	1.4%	2	0.9%	1	1.1%	2
Other residents	1.3%	10	0.7%	2	1.7%	8	0.0%	0	2.3%	1	1.1%	1	1.9%	2	0.7%	1	1.7%	2	1.1%	2
Insufficient lighting	1.1%	8	1.1%	3	1.1%	5	0.0%	0	0.0%	0	1.1%	1	1.9%	2	1.4%	2	0.9%	1	0.6%	1
Hallways are a mess	1.1%	8	1.4%	4	0.9%	4	0.0%	0	0.0%	0	1.1%	1	2.8%	3	1.4%	2	1.7%	2	0.0%	0
Too much noise	0.8%	6	0.4%	1	1.1%	5	0.0%	0	0.0%	0	1.1%	1	0.0%	0	1.4%	2	1.7%	2	0.6%	1
Bin area smells	0.8%	6	1.1%	3	0.6%	3	0.0%	0	4.7%	2	0.0%	0	1.9%	2	0.7%	1	0.0%	0	0.6%	1
Not enough space	0.5%	4	0.4%	1	0.6%	3	0.0%	0	2.3%	1	1.1%	1	0.0%	0	0.0%	0	0.9%	1	0.6%	1
Too much traffic	0.4%	3	0.0%	0	0.6%	3	3.1%	1	0.0%	0	1.1%	1	0.0%	0	0.7%	1	0.0%	0	0.0%	0
Uneven pavements	0.4%	3	0.4%	1	0.4%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.7%	1	0.9%	1	0.0%	0
Crime / drug dealers hanging around	0.4%	3	0.7%	2	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.9%	1	1.4%	2	0.0%	0	0.0%	0
Lifts aren't always cleaned	0.3%	2	0.4%	1	0.2%	1	0.0%	0	0.0%	0	1.1%	1	0.0%	0	0.0%	0	0.9%	1	0.0%	0
Not enough for children to do	0.3%	2	0.0%	0	0.4%	2	0.0%	0	2.3%	1	1.1%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Too many pests	0.3%	2	0.7%	2	0.0%	0	0.0%	0	0.0%	0	1.1%	1	0.9%	1	0.0%	0	0.0%	0	0.0%	0
Nothing nearby	0.3%	2	0.7%	2	0.0%	0	0.0%	0	0.0%	0	1.1%	1	0.0%	0	0.0%	0	0.0%	0	0.6%	1
Disruption from ongoing work on the estate	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.6%	1
Intercom doesn't always work	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	1.1%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Dampness	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.0%	0
(Nothing)	50.3%	377	51.4%	146	49.6%	231	62.5%	20	44.2%	19	47.4%	45	39.8%	43	44.1%	64	50.9%	59	63.1%	111
(Don't know)	7.2%	54	7.0%	20	7.3%	34	3.1%	1	2.3%	1	4.2%	4	6.5%	7	9.7%	14	8.6%	10	7.4%	13
Base:		750		284		466		32		43		95		108		145		116		176

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
Q16 What improvement(s) would you most like to see to the quality of the shared spaces in the area or estate where you live?																				
Clean the communal areas	17.1%	128	14.1%	40	18.9%	88	9.4%	3	27.9%	12	14.7%	14	21.3%	23	20.0%	29	18.1%	21	11.4%	20
Provide more parking for residents and guests	7.6%	57	7.4%	21	7.7%	36	12.5%	4	9.3%	4	14.7%	14	8.3%	9	6.2%	9	7.8%	9	4.5%	8
Better security / CCTV	5.6%	42	8.5%	24	3.9%	18	6.3%	2	7.0%	3	7.4%	7	7.4%	8	7.6%	11	5.2%	6	1.7%	3
Better maintenance	4.4%	33	3.5%	10	4.9%	23	3.1%	1	11.6%	5	5.3%	5	1.9%	2	5.5%	8	5.2%	6	2.8%	5
Redecorate	4.4%	33	4.2%	12	4.5%	21	0.0%	0	4.7%	2	3.2%	3	9.3%	10	6.2%	9	2.6%	3	1.7%	3
More lighting	2.7%	20	3.9%	11	1.9%	9	3.1%	1	2.3%	1	2.1%	2	6.5%	7	3.4%	5	1.7%	2	1.1%	2
Quicker repairs of the lift when broken	2.7%	20	2.5%	7	2.8%	13	3.1%	1	4.7%	2	6.3%	6	3.7%	4	2.1%	3	1.7%	2	1.1%	2
Install a lift	2.4%	18	3.5%	10	1.7%	8	6.3%	2	2.3%	1	3.2%	3	0.9%	1	3.4%	5	2.6%	3	1.1%	2
Relay paving	1.9%	14	1.4%	4	2.1%	10	3.1%	1	0.0%	0	0.0%	0	2.8%	3	4.8%	7	1.7%	2	0.0%	0
Better grounds maintenance	1.6%	12	2.1%	6	1.3%	6	3.1%	1	0.0%	0	3.2%	3	0.0%	0	1.4%	2	1.7%	2	2.3%	4
More / better placed rubbish bins	1.3%	10	1.4%	4	1.3%	6	0.0%	0	0.0%	0	1.1%	1	2.8%	3	0.7%	1	1.7%	2	1.7%	3
Facilities for dog walkers	0.8%	6	1.1%	3	0.6%	3	0.0%	0	0.0%	0	0.0%	0	1.9%	2	0.0%	0	2.6%	3	0.6%	1
Fix doors	0.8%	6	0.7%	2	0.9%	4	0.0%	0	0.0%	0	0.0%	0	2.8%	3	0.7%	1	0.9%	1	0.0%	0
More focus on things for children to do	0.7%	5	0.0%	0	1.1%	5	0.0%	0	2.3%	1	1.1%	1	0.0%	0	1.4%	2	0.9%	1	0.0%	0
Secure bike storage area	0.5%	4	0.0%	0	0.9%	4	0.0%	0	0.0%	0	1.1%	1	0.9%	1	0.7%	1	0.0%	0	0.6%	1
Fix intercom	0.5%	4	0.7%	2	0.4%	2	0.0%	0	0.0%	0	2.1%	2	0.0%	0	0.0%	0	0.9%	1	0.6%	1
More plants and trees	0.5%	4	0.4%	1	0.6%	3	0.0%	0	0.0%	0	1.1%	1	0.9%	1	0.0%	0	0.9%	1	0.6%	1
Fix garden walls / fencing	0.5%	4	0.4%	1	0.6%	3	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.7%	1	0.9%	1	0.6%	1
Tackle drug problem	0.4%	3	0.4%	1	0.4%	2	0.0%	0	0.0%	0	1.1%	1	0.0%	0	1.4%	2	0.0%	0	0.0%	0
Better contractors	0.3%	2	0.4%	1	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.0%	0
Replace seating	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	1.1%	2
Better management	0.3%	2	0.4%	1	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.0%	0	0.9%	1	0.0%	0
More no smoking areas	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	1.1%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0
More / better communication with residents	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.0%	0
Make them warmer	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.6%	1
Widen footpaths	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.6%	1
(Nothing)	45.1%	338	46.5%	132	44.2%	206	59.4%	19	44.2%	19	38.9%	37	32.4%	35	35.2%	51	44.8%	52	61.4%	108
(Don't know)	7.5%	56	6.0%	17	8.4%	39	3.1%	1	2.3%	1	7.4%	7	7.4%	8	10.3%	15	7.8%	9	5.7%	10
Base:		750		284		466		32		43		95		108		145		116		176

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
Mean score: [Very satisfied = 2, Satisfied = 1, Neither = 0, Dissatisfied = -1, Very dissatisfied = -2]																				
Q17 Please say how satisfied/dissatisfied you are overall with the quality of the housing services the Council provides as your landlord, e.g. Repairs and maintenance, Caretaking, Estate management, Tenancy management, Support and advice [PR]																				
Very satisfied	26.0%	195	26.8%	76	25.5%	119	31.3%	10	25.6%	11	17.9%	17	17.6%	19	19.3%	28	27.6%	32	36.4%	64
Satisfied	32.7%	245	35.2%	100	31.1%	145	37.5%	12	14.0%	6	29.5%	28	36.1%	39	29.7%	43	39.7%	46	35.2%	62
Neither satisfied nor dissatisfied	20.1%	151	18.3%	52	21.2%	99	18.8%	6	34.9%	15	28.4%	27	19.4%	21	22.8%	33	18.1%	21	11.9%	21
Dissatisfied	11.2%	84	10.6%	30	11.6%	54	3.1%	1	14.0%	6	8.4%	8	13.9%	15	15.2%	22	8.6%	10	10.8%	19
Very dissatisfied	10.0%	75	9.2%	26	10.5%	49	9.4%	3	11.6%	5	15.8%	15	13.0%	14	13.1%	19	6.0%	7	5.7%	10
Mean:		0.53		0.60		0.50		0.78		0.28		0.25		0.31		0.27		0.74		0.86
Base:		750		284		466		32		43		95		108		145		116		176

Q18 What do you like most about the quality of the housing services you receive from the Council as your landlord?

Helpful staff	11.6%	87	10.9%	31	12.0%	56	15.6%	5	9.3%	4	10.5%	10	13.9%	15	11.0%	16	10.3%	12	13.1%	23
Quick response times	10.0%	75	8.8%	25	10.7%	50	18.8%	6	16.3%	7	8.4%	8	7.4%	8	9.0%	13	12.1%	14	7.4%	13
Attentive	8.3%	62	10.6%	30	6.9%	32	12.5%	4	11.6%	5	10.5%	10	7.4%	8	4.8%	7	8.6%	10	8.5%	15
Polite / well mannered staff	5.1%	38	2.5%	7	6.7%	31	0.0%	0	4.7%	2	3.2%	3	7.4%	8	9.0%	13	1.7%	2	5.7%	10
Punctual / visit when they say they will	4.8%	36	6.3%	18	3.9%	18	6.3%	2	4.7%	2	3.2%	3	4.6%	5	6.9%	10	5.2%	6	4.0%	7
Good with communication	4.4%	33	3.9%	11	4.7%	22	3.1%	1	2.3%	1	3.2%	3	6.5%	7	4.1%	6	6.9%	8	2.8%	5
Everything	3.7%	28	3.5%	10	3.9%	18	0.0%	0	2.3%	1	1.1%	1	2.8%	3	3.4%	5	4.3%	5	6.3%	11
Reliable - do their job well	2.0%	15	2.1%	6	1.9%	9	0.0%	0	0.0%	0	4.2%	4	1.9%	2	2.8%	4	3.4%	4	0.0%	0
Good value service	0.9%	7	1.4%	4	0.6%	3	0.0%	0	2.3%	1	2.1%	2	1.9%	2	0.7%	1	0.0%	0	0.6%	1
Repairs team are good	0.8%	6	0.7%	2	0.9%	4	0.0%	0	0.0%	0	3.2%	3	0.0%	0	0.0%	0	0.9%	1	1.1%	2
Efficient	0.7%	5	0.7%	2	0.6%	3	0.0%	0	0.0%	0	2.1%	2	0.0%	0	0.7%	1	1.7%	2	0.0%	0
Good caretaking team	0.4%	3	0.0%	0	0.6%	3	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.9%	1	1.1%	2
Good management	0.4%	3	0.4%	1	0.4%	2	0.0%	0	2.3%	1	0.0%	0	0.9%	1	0.0%	0	0.0%	0	0.6%	1
Quality control on repairs is good	0.3%	2	0.4%	1	0.2%	1	0.0%	0	0.0%	0	1.1%	1	0.0%	0	0.0%	0	0.9%	1	0.0%	0
Online accessibility	0.1%	1	0.4%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.0%	0
Improved a lot recently	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.6%	1
Provide face-to-face contact	0.1%	1	0.4%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.0%	0	0.0%	0	0.0%	0
Friendly service	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Nothing)	31.7%	238	33.1%	94	30.9%	144	25.0%	8	25.6%	11	35.8%	34	33.3%	36	33.1%	48	27.6%	32	33.5%	59
(Don't know)	14.4%	108	14.1%	40	14.6%	68	18.8%	6	18.6%	8	11.6%	11	11.1%	12	13.8%	20	15.5%	18	14.8%	26
Base:		750		284		466		32		43		95		108		145		116		176

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
Q19 What do you dislike most about the quality of the housing services you receive from the Council as your landlord?																				
Delays in repairs	10.9%	82	10.2%	29	11.4%	53	3.1%	1	27.9%	12	12.6%	12	16.7%	18	13.1%	19	7.8%	9	5.1%	9
Don't do the job properly	9.7%	73	8.8%	25	10.3%	48	3.1%	1	7.0%	3	14.7%	14	6.5%	7	13.8%	20	7.8%	9	7.4%	13
Not quick at responding	7.2%	54	6.3%	18	7.7%	36	9.4%	3	14.0%	6	6.3%	6	5.6%	6	6.2%	9	10.3%	12	6.3%	11
Don't keep appointments	3.7%	28	2.8%	8	4.3%	20	6.3%	2	2.3%	1	3.2%	3	4.6%	5	6.9%	10	2.6%	3	2.3%	4
Lack of understanding	3.2%	24	3.9%	11	2.8%	13	9.4%	3	2.3%	1	7.4%	7	4.6%	5	2.1%	3	2.6%	3	1.1%	2
Costs	1.6%	12	2.5%	7	1.1%	5	6.3%	2	0.0%	0	1.1%	1	1.9%	2	2.8%	4	0.9%	1	1.1%	2
Short staffed	1.2%	9	1.4%	4	1.1%	5	0.0%	0	2.3%	1	1.1%	1	1.9%	2	1.4%	2	0.9%	1	1.1%	2
Getting through to the right person can be difficult	1.1%	8	1.8%	5	0.6%	3	0.0%	0	0.0%	0	1.1%	1	1.9%	2	0.0%	0	1.7%	2	0.6%	1
No checks on jobs carried out	0.8%	6	0.7%	2	0.9%	4	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.7%	1	3.4%	4	0.0%	0
Poor communication	0.7%	5	0.4%	1	0.9%	4	0.0%	0	2.3%	1	0.0%	0	0.0%	0	1.4%	2	0.9%	1	0.6%	1
Poorly trained contractors	0.7%	5	0.4%	1	0.9%	4	0.0%	0	0.0%	0	1.1%	1	1.9%	2	0.7%	1	0.9%	1	0.0%	0
No customer service skills	0.5%	4	0.4%	1	0.6%	3	0.0%	0	0.0%	0	1.1%	1	0.0%	0	1.4%	2	0.0%	0	0.6%	1
Not completing jobs	0.5%	4	0.0%	0	0.9%	4	0.0%	0	0.0%	0	1.1%	1	0.0%	0	0.7%	1	0.9%	1	0.6%	1
Inefficiency	0.5%	4	0.4%	1	0.6%	3	0.0%	0	0.0%	0	0.0%	0	2.8%	3	0.0%	0	0.0%	0	0.0%	0
Rude / unhelpful staff	0.5%	4	0.7%	2	0.4%	2	0.0%	0	0.0%	0	1.1%	1	0.0%	0	0.7%	1	0.0%	0	0.6%	1
Everything	0.3%	2	0.4%	1	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.0%	0	0.0%	0	0.0%	0
Don't clear up after themselves	0.1%	1	0.4%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.6%	1
Poorly designed website	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.6%	1
(Nothing)	48.7%	365	50.4%	143	47.6%	222	56.3%	18	30.2%	13	44.2%	42	42.6%	46	41.4%	60	50.9%	59	62.5%	110
(Don't know)	7.9%	59	8.5%	24	7.5%	35	6.3%	2	11.6%	5	4.2%	4	7.4%	8	6.9%	10	8.6%	10	9.1%	16
Base:		750		284		466		32		43		95		108		145		116		176

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
Q20 What improvement(s) would you most like to see to the quality of the housing services you receive from the Council as your landlord?																				
Faster response times	14.0%	105	13.7%	39	14.2%	66	3.1%	1	30.2%	13	16.8%	16	18.5%	20	15.9%	23	14.7%	17	6.8%	12
Do the job properly / provide a better service	5.7%	43	5.3%	15	6.0%	28	3.1%	1	9.3%	4	4.2%	4	3.7%	4	8.3%	12	6.0%	7	6.3%	11
Better communication with tenants	4.4%	33	2.8%	8	5.4%	25	0.0%	0	7.0%	3	7.4%	7	4.6%	5	4.8%	7	5.2%	6	2.3%	4
Better quality of repairs carried out	4.1%	31	5.3%	15	3.4%	16	0.0%	0	4.7%	2	5.3%	5	1.9%	2	9.0%	13	2.6%	3	2.8%	5
Keep appointments	4.1%	31	2.1%	6	5.4%	25	3.1%	1	7.0%	3	4.2%	4	6.5%	7	4.8%	7	4.3%	5	2.3%	4
Better trained contractors	2.8%	21	2.5%	7	3.0%	14	6.3%	2	2.3%	1	2.1%	2	1.9%	2	3.4%	5	1.7%	2	3.4%	6
Better customer service	2.3%	17	1.8%	5	2.6%	12	0.0%	0	4.7%	2	5.3%	5	0.9%	1	2.1%	3	2.6%	3	1.7%	3
More caretaking staff	1.9%	14	1.1%	3	2.4%	11	0.0%	0	2.3%	1	1.1%	1	1.9%	2	1.4%	2	0.9%	1	3.4%	6
Make it easier to get in touch with the right person / department	1.9%	14	2.5%	7	1.5%	7	0.0%	0	2.3%	1	2.1%	2	1.9%	2	2.1%	3	1.7%	2	2.3%	4
More / regular inspections of property and repairs	1.6%	12	1.8%	5	1.5%	7	0.0%	0	2.3%	1	2.1%	2	1.9%	2	2.1%	3	1.7%	2	1.1%	2
Show more sympathy towards the needs of residents	1.6%	12	2.1%	6	1.3%	6	3.1%	1	0.0%	0	3.2%	3	0.9%	1	0.7%	1	3.4%	4	0.6%	1
Better management	1.3%	10	1.4%	4	1.3%	6	0.0%	0	0.0%	0	2.1%	2	1.9%	2	1.4%	2	1.7%	2	0.6%	1
More regular cleaning service	0.9%	7	0.7%	2	1.1%	5	0.0%	0	0.0%	0	1.1%	1	0.0%	0	1.4%	2	1.7%	2	1.1%	2
Provide more opportunities for face-to-face contact	0.9%	7	1.1%	3	0.9%	4	0.0%	0	0.0%	0	2.1%	2	1.9%	2	0.7%	1	0.0%	0	1.1%	2
Lower costs	0.8%	6	1.4%	4	0.4%	2	6.3%	2	0.0%	0	1.1%	1	0.0%	0	1.4%	2	0.0%	0	0.6%	1
Better communication between contractors / staff	0.7%	5	0.4%	1	0.9%	4	6.3%	2	0.0%	0	0.0%	0	1.9%	2	0.7%	1	0.0%	0	0.0%	0
Respond to all repair requests	0.5%	4	0.0%	0	0.9%	4	3.1%	1	0.0%	0	0.0%	0	0.9%	1	0.0%	0	0.9%	1	0.6%	1
More supportive towards the elderly	0.4%	3	0.4%	1	0.4%	2	0.0%	0	2.3%	1	0.0%	0	0.9%	1	0.0%	0	0.9%	1	0.0%	0
More helpful staff	0.3%	2	0.4%	1	0.2%	1	0.0%	0	0.0%	0	1.1%	1	0.0%	0	0.7%	1	0.0%	0	0.0%	0
More professional contractors	0.3%	2	0.4%	1	0.2%	1	0.0%	0	2.3%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.6%	1
Better call-centre system	0.3%	2	0.4%	1	0.2%	1	3.1%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Tidy up after themselves	0.3%	2	0.7%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.6%	1
(Nothing)	42.1%	316	44.4%	126	40.8%	190	53.1%	17	32.6%	14	36.8%	35	35.2%	38	32.4%	47	45.7%	53	52.8%	93
(Don't know)	13.1%	98	13.0%	37	13.1%	61	12.5%	4	4.7%	2	8.4%	8	15.7%	17	13.1%	19	11.2%	13	16.5%	29
Base:		750		284		466		32		43		95		108		145		116		176

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
Q21 Are you aware of the Residents' Commission on Council Housing?																				
Yes	31.7%	238	37.0%	105	28.5%	133	18.8%	6	18.6%	8	32.6%	31	26.9%	29	35.2%	51	37.1%	43	34.7%	61
No	68.3%	512	63.0%	179	71.5%	333	81.3%	26	81.4%	35	67.4%	64	73.1%	79	64.8%	94	62.9%	73	65.3%	115
Base:		750		284		466		32		43		95		108		145		116		176
Q22 What do you know about the aims and purpose of the Commission?																				
<i>Those aware of the Residents' Commission at Q21</i>																				
Allows tenants to voice concerns	10.1%	24	7.6%	8	12.0%	16	0.0%	0	25.0%	2	9.7%	3	13.8%	4	11.8%	6	14.0%	6	4.9%	3
To improve the area	7.1%	17	13.3%	14	2.3%	3	16.7%	1	0.0%	0	9.7%	3	10.3%	3	5.9%	3	4.7%	2	8.2%	5
Give tenants control over their area	6.3%	15	8.6%	9	4.5%	6	0.0%	0	0.0%	0	9.7%	3	6.9%	2	9.8%	5	7.0%	3	3.3%	2
Look after / assist tenants	3.8%	9	3.8%	4	3.8%	5	0.0%	0	12.5%	1	3.2%	1	0.0%	0	5.9%	3	4.7%	2	1.6%	1
Clear channel of communication between tenants and council	3.8%	9	3.8%	4	3.8%	5	0.0%	0	0.0%	0	6.5%	2	0.0%	0	3.9%	2	4.7%	2	3.3%	2
Give tenants more rights	3.4%	8	2.9%	3	3.8%	5	16.7%	1	12.5%	1	3.2%	1	3.4%	1	3.9%	2	0.0%	0	3.3%	2
Remove council involvement	2.9%	7	3.8%	4	2.3%	3	0.0%	0	0.0%	0	0.0%	0	0.0%	0	3.9%	2	4.7%	2	4.9%	3
Ensure things are managed fairly	2.9%	7	1.9%	2	3.8%	5	0.0%	0	0.0%	0	0.0%	0	3.4%	1	9.8%	5	2.3%	1	0.0%	0
Liaison between council and residents	2.1%	5	3.8%	4	0.8%	1	0.0%	0	0.0%	0	0.0%	0	3.4%	1	0.0%	0	2.3%	1	4.9%	3
Nominated to make decisions for tenants	2.1%	5	2.9%	3	1.5%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	3.9%	2	2.3%	1	3.3%	2
Evaluate how things in the area are going	0.4%	1	0.0%	0	0.8%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	2.0%	1	0.0%	0	0.0%	0
(Don't know)	59.7%	142	52.4%	55	65.4%	87	66.7%	4	62.5%	5	67.7%	21	58.6%	17	47.1%	24	58.1%	25	63.9%	39
Base:		238		105		133		6		8		31		29		51		43		61
Q23 May I give you a brief explanation? (cue extended introduction/preamble)																				
<i>Those unaware of the Residents' Commission at Q21</i>																				
Yes	84.8%	434	83.8%	150	85.3%	284	88.5%	23	82.9%	29	85.9%	55	87.3%	69	89.4%	84	86.3%	63	81.7%	94
No	15.2%	78	16.2%	29	14.7%	49	11.5%	3	17.1%	6	14.1%	9	12.7%	10	10.6%	10	13.7%	10	18.3%	21
Base:		512		179		333		26		35		64		79		94		73		115

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

Total Male Female 18 - 25 26 - 30 31 - 40 41 - 50 51 - 60 61 - 70 71+

Mean score: [Very important = 2, Quite important = 1, Neither = 0, Not very important = -1, Not at all important = -2]

Q24 How important to you is it to have more control or influence over the future of your housing and the services you receive? [PR]

Very important	53.6%	402	52.5%	149	54.3%	253	62.5%	20	69.8%	30	54.7%	52	55.6%	60	55.9%	81	54.3%	63	47.2%	83
Quite important	25.1%	188	26.1%	74	24.5%	114	18.8%	6	23.3%	10	31.6%	30	29.6%	32	21.4%	31	26.7%	31	20.5%	36
Neither important nor unimportant	12.5%	94	12.7%	36	12.4%	58	15.6%	5	2.3%	1	8.4%	8	12.0%	13	14.5%	21	6.9%	8	19.3%	34
Not very important	4.5%	34	3.9%	11	4.9%	23	3.1%	1	4.7%	2	2.1%	2	0.9%	1	3.4%	5	4.3%	5	10.2%	18
Not at all important	4.3%	32	4.9%	14	3.9%	18	0.0%	0	0.0%	0	3.2%	3	1.9%	2	4.8%	7	7.8%	9	2.8%	5
Mean:		1.19		1.17		1.20		1.41		1.58		1.33		1.36		1.20		1.16		0.99
Base:		750		284		466		32		43		95		108		145		116		176

Q25 Would you be interested in any, some or all of the following? [PR]

Deciding how money gets spent on your housing and the area or estate where you live

Yes	52.3%	392	51.4%	146	52.8%	246	56.3%	18	67.4%	29	61.1%	58	56.5%	61	62.8%	91	50.9%	59	36.4%	64
No	41.1%	308	43.7%	124	39.5%	184	43.8%	14	25.6%	11	28.4%	27	38.0%	41	31.7%	46	44.0%	51	56.8%	100
(Don't know)	6.7%	50	4.9%	14	7.7%	36	0.0%	0	7.0%	3	10.5%	10	5.6%	6	5.5%	8	5.2%	6	6.8%	12
Base:		750		284		466		32		43		95		108		145		116		176

Being involved in planning the future of your housing and the area or estate where you live

Yes	48.4%	363	48.2%	137	48.5%	226	59.4%	19	69.8%	30	67.4%	64	55.6%	60	59.3%	86	42.2%	49	23.9%	42
No	45.1%	338	46.5%	132	44.2%	206	40.6%	13	20.9%	9	25.3%	24	38.9%	42	33.1%	48	51.7%	60	69.3%	122
(Don't know)	6.5%	49	5.3%	15	7.3%	34	0.0%	0	9.3%	4	7.4%	7	5.6%	6	7.6%	11	6.0%	7	6.8%	12
Base:		750		284		466		32		43		95		108		145		116		176

Being involved in residents having more say in the management of their housing

Yes	55.2%	414	54.6%	155	55.6%	259	56.3%	18	67.4%	29	67.4%	64	60.2%	65	66.2%	96	55.2%	64	34.7%	61
No	39.2%	294	40.8%	116	38.2%	178	43.8%	14	20.9%	9	23.2%	22	33.3%	36	31.0%	45	41.4%	48	59.7%	105
(Don't know)	5.6%	42	4.6%	13	6.2%	29	0.0%	0	11.6%	5	9.5%	9	6.5%	7	2.8%	4	3.4%	4	5.7%	10
Base:		750		284		466		32		43		95		108		145		116		176

Being involved in residents having a vote on all major decisions about the future of their housing

Yes	60.4%	453	59.5%	169	60.9%	284	65.6%	21	69.8%	30	68.4%	65	68.5%	74	68.3%	99	60.3%	70	43.8%	77
No	34.1%	256	34.9%	99	33.7%	157	34.4%	11	18.6%	8	23.2%	22	25.9%	28	28.3%	41	35.3%	41	50.6%	89
(Don't know)	5.5%	41	5.6%	16	5.4%	25	0.0%	0	11.6%	5	8.4%	8	5.6%	6	3.4%	5	4.3%	5	5.7%	10
Base:		750		284		466		32		43		95		108		145		116		176

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
Being on the Board of the organisation that owns and runs your housing and being responsible for policy and how the housing is run																				
Yes	30.3%	227	30.6%	87	30.0%	140	31.3%	10	46.5%	20	45.3%	43	36.1%	39	34.5%	50	20.7%	24	17.6%	31
No	62.8%	471	63.7%	181	62.2%	290	68.8%	22	39.5%	17	46.3%	44	56.5%	61	56.6%	82	74.1%	86	77.3%	136
(Don't know)	6.9%	52	5.6%	16	7.7%	36	0.0%	0	14.0%	6	8.4%	8	7.4%	8	9.0%	13	5.2%	6	5.1%	9
Base:		750		284		466		32		43		95		108		145		116		176
Taking part in local focus groups and consultation events																				
Yes	38.5%	289	38.0%	108	38.8%	181	34.4%	11	53.5%	23	56.8%	54	49.1%	53	46.9%	68	25.9%	30	22.2%	39
No	55.5%	416	55.6%	158	55.4%	258	65.6%	21	34.9%	15	35.8%	34	44.4%	48	44.1%	64	72.4%	84	73.3%	129
(Don't know)	6.0%	45	6.3%	18	5.8%	27	0.0%	0	11.6%	5	7.4%	7	6.5%	7	9.0%	13	1.7%	2	4.5%	8
Base:		750		284		466		32		43		95		108		145		116		176
Q26 Thinking about the future, provided you and other residents were fully consulted, do you think the area or estate where you live could be improved by modernisation or redevelopment?																				
Yes	40.3%	302	39.1%	111	41.0%	191	43.8%	14	48.8%	21	57.9%	55	49.1%	53	47.6%	69	32.8%	38	23.3%	41
No	59.7%	448	60.9%	173	59.0%	275	56.3%	18	51.2%	22	42.1%	40	50.9%	55	52.4%	76	67.2%	78	76.7%	135
Base:		750		284		466		32		43		95		108		145		116		176

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
Q27 In what way(s) do you think it could be improved?																				
<i>Those who feel their local area could be improved by modernisation or redevelopment at Q26</i>																				
Update all housing to the same standard / modernise	14.9%	45	11.7%	13	16.8%	32	21.4%	3	19.0%	4	21.8%	12	18.9%	10	11.6%	8	10.5%	4	9.8%	4
Refurbish exterior of buildings	8.6%	26	9.0%	10	8.4%	16	7.1%	1	4.8%	1	1.8%	1	9.4%	5	11.6%	8	10.5%	4	7.3%	3
New windows	7.9%	24	3.6%	4	10.5%	20	7.1%	1	19.0%	4	5.5%	3	9.4%	5	4.3%	3	7.9%	3	12.2%	5
Make the area look more appealing	7.3%	22	8.1%	9	6.8%	13	0.0%	0	0.0%	0	10.9%	6	7.5%	4	10.1%	7	7.9%	3	4.9%	2
Better security / CCTV	7.3%	22	9.0%	10	6.3%	12	14.3%	2	9.5%	2	7.3%	4	13.2%	7	5.8%	4	7.9%	3	0.0%	0
Better maintenance of properties	6.3%	19	5.4%	6	6.8%	13	0.0%	0	4.8%	1	5.5%	3	7.5%	4	7.2%	5	10.5%	4	0.0%	0
More play areas / facilities for children	6.0%	18	3.6%	4	7.3%	14	7.1%	1	4.8%	1	16.4%	9	5.7%	3	4.3%	3	0.0%	0	0.0%	0
Install lifts where needed	6.0%	18	4.5%	5	6.8%	13	0.0%	0	0.0%	0	3.6%	2	5.7%	3	8.7%	6	5.3%	2	7.3%	3
More lighting	4.0%	12	7.2%	8	2.1%	4	0.0%	0	14.3%	3	1.8%	1	7.5%	4	2.9%	2	0.0%	0	2.4%	1
More parking spaces needs to be provided	3.6%	11	6.3%	7	2.1%	4	14.3%	2	0.0%	0	5.5%	3	1.9%	1	4.3%	3	2.6%	1	2.4%	1
More green spaces	3.3%	10	3.6%	4	3.1%	6	7.1%	1	9.5%	2	0.0%	0	1.9%	1	4.3%	3	2.6%	1	4.9%	2
Regular cleaning team for the area	3.3%	10	1.8%	2	4.2%	8	0.0%	0	4.8%	1	0.0%	0	0.0%	0	8.7%	6	2.6%	1	0.0%	0
More living space needed / extend properties where possible	2.6%	8	2.7%	3	2.6%	5	0.0%	0	4.8%	1	3.6%	2	1.9%	1	2.9%	2	5.3%	2	0.0%	0
More communal areas	2.6%	8	1.8%	2	3.1%	6	14.3%	2	4.8%	1	1.8%	1	1.9%	1	2.9%	2	0.0%	0	2.4%	1
Better doors	2.0%	6	2.7%	3	1.6%	3	0.0%	0	0.0%	0	1.8%	1	1.9%	1	1.4%	1	5.3%	2	2.4%	1
Improve road layout	1.7%	5	2.7%	3	1.0%	2	7.1%	1	0.0%	0	0.0%	0	1.9%	1	1.4%	1	5.3%	2	0.0%	0
Guttering / drainage needs updating	1.7%	5	1.8%	2	1.6%	3	0.0%	0	4.8%	1	0.0%	0	3.8%	2	1.4%	1	0.0%	0	2.4%	1
Pavements need maintaining	1.3%	4	1.8%	2	1.0%	2	0.0%	0	0.0%	0	1.8%	1	1.9%	1	0.0%	0	2.6%	1	2.4%	1
Provide more local shops	1.3%	4	0.9%	1	1.6%	3	0.0%	0	0.0%	0	1.8%	1	1.9%	1	1.4%	1	0.0%	0	2.4%	1
New developments are need to cope with demand	1.3%	4	0.9%	1	1.6%	3	0.0%	0	0.0%	0	1.8%	1	0.0%	0	1.4%	1	0.0%	0	2.4%	1
Better heating systems	1.3%	4	0.9%	1	1.6%	3	0.0%	0	4.8%	1	0.0%	0	0.0%	0	1.4%	1	2.6%	1	2.4%	1
Increase public safety / reduce anti-social behaviour	1.0%	3	0.9%	1	1.0%	2	0.0%	0	0.0%	0	3.6%	2	0.0%	0	0.0%	0	0.0%	0	2.4%	1
Introduce more / better community facilities (e.g. community centre, library)	1.0%	3	0.0%	0	1.6%	3	0.0%	0	0.0%	0	3.6%	2	1.9%	1	0.0%	0	0.0%	0	0.0%	0
Address traffic concerns	0.3%	1	0.9%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	2.4%	1
(Don't know)	17.6%	53	20.7%	23	15.7%	30	14.3%	2	19.0%	4	14.5%	8	13.2%	7	14.5%	10	18.4%	7	29.3%	12
(None mentioned)	1.7%	5	2.7%	3	1.0%	2	7.1%	1	4.8%	1	1.8%	1	1.9%	1	0.0%	0	0.0%	0	2.4%	1
Base:		302		111		191		14		21		55		53		69		38		41

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
Q28 If a modernisation or redevelopment proposal that affected you were to be made in the future, what would your main concerns be?																				
Would depend on what the proposals were	7.6%	57	7.7%	22	7.5%	35	3.1%	1	4.7%	2	7.4%	7	9.3%	10	4.8%	7	11.2%	13	9.7%	17
Would I have to relocate?	7.2%	54	6.3%	18	7.7%	36	0.0%	0	4.7%	2	6.3%	6	4.6%	5	13.1%	19	8.6%	10	5.7%	10
The area will lose its character	3.9%	29	4.2%	12	3.6%	17	0.0%	0	2.3%	1	0.0%	0	3.7%	4	5.5%	8	6.0%	7	4.5%	8
How is overcrowding going to be resolved? Tenancy security	3.5%	26	4.6%	13	2.8%	13	6.3%	2	7.0%	3	2.1%	2	0.9%	1	5.5%	8	2.6%	3	4.0%	7
Will it cost me anything?	3.1%	23	2.1%	6	3.6%	17	3.1%	1	4.7%	2	4.2%	4	4.6%	5	2.8%	4	2.6%	3	1.1%	2
How much disruption will be caused?	1.6%	12	1.4%	4	1.7%	8	0.0%	0	4.7%	2	0.0%	0	1.9%	2	2.1%	3	2.6%	3	1.1%	2
Would be concerned about the quality of new builds	1.2%	9	1.4%	4	1.1%	5	0.0%	0	0.0%	0	1.1%	1	3.7%	4	2.8%	4	0.0%	0	0.0%	0
Noise	1.2%	9	0.7%	2	1.5%	7	3.1%	1	2.3%	1	0.0%	0	0.9%	1	2.8%	4	0.9%	1	0.6%	1
Impact to the environment	0.9%	7	1.4%	4	0.6%	3	3.1%	1	2.3%	1	1.1%	1	0.0%	0	1.4%	2	0.9%	1	0.6%	1
Traffic congestion	0.8%	6	0.7%	2	0.9%	4	0.0%	0	2.3%	1	0.0%	0	0.9%	1	1.4%	2	0.0%	0	0.6%	1
Security concerns	0.8%	6	0.4%	1	1.1%	5	0.0%	0	0.0%	0	3.2%	3	1.9%	2	0.7%	1	0.0%	0	0.0%	0
Will local transport be affected?	0.8%	6	1.1%	3	0.6%	3	0.0%	0	0.0%	0	0.0%	0	0.0%	0	1.4%	2	1.7%	2	1.1%	2
Will it spoil the area?	0.1%	1	0.4%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.0%	0
Will local retailers be affected?	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.0%	0	0.0%	0	0.0%	0
(None mentioned)	57.7%	433	55.6%	158	59.0%	275	68.8%	22	55.8%	24	66.3%	63	58.3%	63	52.4%	76	53.4%	62	59.7%	105
(Don't know)	11.9%	89	14.8%	42	10.1%	47	12.5%	4	16.3%	7	8.4%	8	10.2%	11	9.0%	13	12.1%	14	11.4%	20
Base:		750		284		466		32		43		95		108		145		116		176
Q29 Thinking about the future, provided you and other residents were fully consulted, do you think the area or estate where you live could be improved by re-designing some of the existing space around the housing (e.g. landscaping, parking areas etc)?																				
Yes	46.5%	349	47.5%	135	45.9%	214	53.1%	17	46.5%	20	64.2%	61	56.5%	61	51.0%	74	45.7%	53	29.0%	51
No	53.5%	401	52.5%	149	54.1%	252	46.9%	15	53.5%	23	35.8%	34	43.5%	47	49.0%	71	54.3%	63	71.0%	125
Base:		750		284		466		32		43		95		108		145		116		176

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
Q30 How do think it could be improved by re-designing some of the existing space around the housing? [MR]																				
<i>Those who feel their local area could be improved by re-designing some of the existing space around the housing at Q29</i>																				
More parking	35.8%	125	32.6%	44	37.9%	81	41.2%	7	30.0%	6	34.4%	21	36.1%	22	28.4%	21	35.8%	19	47.1%	24
More green areas	33.0%	115	37.8%	51	29.9%	64	23.5%	4	30.0%	6	41.0%	25	36.1%	22	31.1%	23	32.1%	17	31.4%	16
More play areas for children	21.8%	76	14.8%	20	26.2%	56	35.3%	6	25.0%	5	29.5%	18	26.2%	16	28.4%	21	9.4%	5	5.9%	3
More CCTV / security measures	12.0%	42	8.9%	12	14.0%	30	29.4%	5	5.0%	1	11.5%	7	21.3%	13	10.8%	8	9.4%	5	3.9%	2
Lighting	3.2%	11	3.0%	4	3.3%	7	0.0%	0	0.0%	0	1.6%	1	3.3%	2	4.1%	3	1.9%	1	3.9%	2
Better overall estate maintenance	3.2%	11	5.2%	7	1.9%	4	0.0%	0	0.0%	0	4.9%	3	0.0%	0	4.1%	3	5.7%	3	3.9%	2
Visitor parking bays / permits	2.9%	10	3.0%	4	2.8%	6	5.9%	1	5.0%	1	1.6%	1	1.6%	1	0.0%	0	7.5%	4	2.0%	1
Remove or occupy vacant units	1.4%	5	1.5%	2	1.4%	3	0.0%	0	0.0%	0	3.3%	2	3.3%	2	0.0%	0	0.0%	0	2.0%	1
More street cleaning	1.1%	4	2.2%	3	0.5%	1	0.0%	0	0.0%	0	3.3%	2	0.0%	0	1.4%	1	0.0%	0	2.0%	1
Better paving	0.9%	3	0.7%	1	0.9%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	1.4%	1	0.0%	0	3.9%	2
Remove subways and undergrown car parks	0.9%	3	0.0%	0	1.4%	3	0.0%	0	0.0%	0	0.0%	0	1.6%	1	2.7%	2	0.0%	0	0.0%	0
More gated areas	0.9%	3	1.5%	2	0.5%	1	0.0%	0	5.0%	1	0.0%	0	0.0%	0	1.4%	1	0.0%	0	2.0%	1
Improve road surfaces	0.6%	2	0.7%	1	0.5%	1	0.0%	0	5.0%	1	0.0%	0	0.0%	0	1.4%	1	0.0%	0	0.0%	0
More flats	0.6%	2	0.7%	1	0.5%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	1.4%	1	0.0%	0	2.0%	1
Fewer high rise flats	0.6%	2	0.0%	0	0.9%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	2.7%	2	0.0%	0	0.0%	0
More communal areas	0.6%	2	0.0%	0	0.9%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	3.9%	2
More public seating	0.6%	2	0.7%	1	0.5%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	2.7%	2	0.0%	0	0.0%	0
Better use of existing space	0.3%	1	0.7%	1	0.0%	0	5.9%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Don't know)	10.0%	35	12.6%	17	8.4%	18	5.9%	1	15.0%	3	8.2%	5	11.5%	7	10.8%	8	17.0%	9	3.9%	2
(Nothing)	2.0%	7	3.0%	4	1.4%	3	0.0%	0	0.0%	0	4.9%	3	0.0%	0	1.4%	1	3.8%	2	0.0%	0
Base:		349		135		214		17		20		61		61		74		53		51

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
Q31 If there were a proposal to re-design some of the existing space around the housing, what would your main concerns be?																				
Would depend on what the proposals were	4.8%	36	4.2%	12	5.2%	24	0.0%	0	4.7%	2	2.1%	2	7.4%	8	6.2%	9	4.3%	5	4.5%	8
Impact on car parking	3.9%	29	3.9%	11	3.9%	18	6.3%	2	0.0%	0	4.2%	4	2.8%	3	6.9%	10	6.0%	7	1.1%	2
Will there be overcrowding?	3.2%	24	5.3%	15	1.9%	9	0.0%	0	2.3%	1	2.1%	2	5.6%	6	2.8%	4	1.7%	2	5.1%	9
Not being kept up to date about developments	2.5%	19	2.1%	6	2.8%	13	3.1%	1	0.0%	0	2.1%	2	5.6%	6	2.1%	3	0.9%	1	3.4%	6
How much disruption will be caused?	2.1%	16	2.8%	8	1.7%	8	0.0%	0	2.3%	1	1.1%	1	2.8%	3	2.8%	4	2.6%	3	1.7%	3
What affect it will have on green spaces?	2.0%	15	1.4%	4	2.4%	11	3.1%	1	2.3%	1	1.1%	1	2.8%	3	2.1%	3	1.7%	2	2.3%	4
How will it change the character of the area?	2.0%	15	1.8%	5	2.1%	10	0.0%	0	0.0%	0	1.1%	1	1.9%	2	2.8%	4	5.2%	6	1.1%	2
Will it cost me anything?	1.5%	11	1.4%	4	1.5%	7	3.1%	1	2.3%	1	1.1%	1	1.9%	2	0.7%	1	0.9%	1	2.3%	4
How will it affect me?	0.9%	7	0.7%	2	1.1%	5	0.0%	0	0.0%	0	0.0%	0	1.9%	2	2.1%	3	0.9%	1	0.6%	1
Will I have to relocate?	0.9%	7	1.1%	3	0.9%	4	0.0%	0	0.0%	0	1.1%	1	0.9%	1	0.7%	1	0.9%	1	1.7%	3
Noise	0.8%	6	0.7%	2	0.9%	4	0.0%	0	0.0%	0	0.0%	0	0.9%	1	2.1%	3	0.0%	0	0.6%	1
Where will the children be able to go during the re-design?	0.8%	6	0.4%	1	1.1%	5	0.0%	0	0.0%	0	2.1%	2	1.9%	2	1.4%	2	0.0%	0	0.0%	0
Will I lose my garden space?	0.5%	4	0.4%	1	0.6%	3	0.0%	0	0.0%	0	2.1%	2	0.0%	0	0.0%	0	0.9%	1	0.6%	1
Security concerns	0.4%	3	0.7%	2	0.2%	1	0.0%	0	0.0%	0	3.2%	3	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Will traffic congestion be addressed?	0.4%	3	0.4%	1	0.4%	2	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.7%	1	0.9%	1	0.0%	0
Impact on school catchments	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.0%	0
Will it impact on community spirit?	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.0%	0
(None mentioned)	60.5%	454	60.6%	172	60.5%	282	62.5%	20	69.8%	30	64.2%	61	54.6%	59	57.2%	83	62.9%	73	63.1%	111
(Don't know)	13.1%	98	13.4%	38	12.9%	60	21.9%	7	16.3%	7	12.6%	12	9.3%	10	11.0%	16	9.5%	11	12.5%	22
Base:		750		284		466		32		43		95		108		145		116		176
Q32 Thinking about the future, provided you and other residents were fully consulted, do you think there could be a need to build some new homes in the area or estate where you live?																				
Yes	35.2%	264	33.8%	96	36.1%	168	28.1%	9	37.2%	16	36.8%	35	41.7%	45	39.3%	57	32.8%	38	33.0%	58
No	64.8%	486	66.2%	188	63.9%	298	71.9%	23	62.8%	27	63.2%	60	58.3%	63	60.7%	88	67.2%	78	67.0%	118
Base:		750		284		466		32		43		95		108		145		116		176

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male		Female		18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+								
Q33 What type of new homes do you think could be needed?																				
<i>Those who feel there is a need to build more housing in their area at Q32</i>																				
Flats	27.7%	73	33.3%	32	24.4%	41	44.4%	4	25.0%	4	25.7%	9	33.3%	15	19.3%	11	36.8%	14	24.1%	14
Family homes	18.6%	49	11.5%	11	22.6%	38	44.4%	4	18.8%	3	37.1%	13	22.2%	10	12.3%	7	10.5%	4	13.8%	8
Social housing	15.2%	40	11.5%	11	17.3%	29	11.1%	1	18.8%	3	11.4%	4	13.3%	6	19.3%	11	15.8%	6	15.5%	9
Affordable houses	15.2%	40	18.8%	18	13.1%	22	0.0%	0	6.3%	1	17.1%	6	15.6%	7	10.5%	6	28.9%	11	13.8%	8
More council houses	10.6%	28	9.4%	9	11.3%	19	0.0%	0	6.3%	1	8.6%	3	13.3%	6	14.0%	8	7.9%	3	10.3%	6
Small, single person homes / starter homes	8.0%	21	8.3%	8	7.7%	13	11.1%	1	18.8%	3	2.9%	1	4.4%	2	10.5%	6	7.9%	3	8.6%	5
Bungalows	4.5%	12	1.0%	1	6.5%	11	0.0%	0	12.5%	2	2.9%	1	4.4%	2	7.0%	4	2.6%	1	3.4%	2
Homes for the elderly	2.7%	7	2.1%	2	3.0%	5	0.0%	0	0.0%	0	0.0%	0	0.0%	0	3.5%	2	2.6%	1	6.9%	4
Sheltered housing	1.9%	5	4.2%	4	0.6%	1	0.0%	0	0.0%	0	0.0%	0	2.2%	1	0.0%	0	2.6%	1	5.2%	3
Any	1.5%	4	1.0%	1	1.8%	3	0.0%	0	0.0%	0	0.0%	0	2.2%	1	0.0%	0	0.0%	0	3.4%	2
(Don't know)	5.3%	14	7.3%	7	4.2%	7	0.0%	0	6.3%	1	5.7%	2	4.4%	2	5.3%	3	2.6%	1	6.9%	4
Base:		264		96		168		9		16		35		45		57		38		58

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
Q34 What impact (positive or negative) do you think some new homes might have on the area or estate where you live?																				
There's no space for new housing	29.2%	219	28.5%	81	29.6%	138	25.0%	8	20.9%	9	27.4%	26	29.6%	32	25.5%	37	31.0%	36	36.9%	65
Overcrowding	9.6%	72	10.9%	31	8.8%	41	12.5%	4	14.0%	6	9.5%	9	10.2%	11	13.1%	19	7.8%	9	6.8%	12
Think it'd be a good thing	9.6%	72	9.2%	26	9.9%	46	12.5%	4	18.6%	8	9.5%	9	16.7%	18	6.2%	9	8.6%	10	8.0%	14
More affordable housing is needed	6.9%	52	8.1%	23	6.2%	29	6.3%	2	7.0%	3	4.2%	4	4.6%	5	7.6%	11	11.2%	13	6.8%	12
Think it'd be a bad thing	4.3%	32	3.9%	11	4.5%	21	3.1%	1	2.3%	1	2.1%	2	3.7%	4	5.5%	8	6.9%	8	4.0%	7
Would give more homes for families	3.6%	27	1.4%	4	4.9%	23	0.0%	0	4.7%	2	5.3%	5	3.7%	4	4.1%	6	6.0%	7	1.7%	3
Much needed homes for young people	2.4%	18	2.1%	6	2.6%	12	0.0%	0	0.0%	0	3.2%	3	1.9%	2	4.1%	6	3.4%	4	1.7%	3
Build community spirit	2.0%	15	3.9%	11	0.9%	4	6.3%	2	2.3%	1	3.2%	3	1.9%	2	2.1%	3	1.7%	2	1.1%	2
Will make the area look better	2.0%	15	2.1%	6	1.9%	9	0.0%	0	4.7%	2	3.2%	3	0.9%	1	3.4%	5	0.9%	1	1.7%	3
Depends on who it attracts	1.9%	14	1.8%	5	1.9%	9	0.0%	0	0.0%	0	1.1%	1	0.9%	1	3.4%	5	2.6%	3	2.3%	4
Already development going on	1.9%	14	1.8%	5	1.9%	9	0.0%	0	2.3%	1	3.2%	3	1.9%	2	2.8%	4	0.9%	1	1.1%	2
Traffic congestion	1.5%	11	1.4%	4	1.5%	7	3.1%	1	0.0%	0	2.1%	2	1.9%	2	2.1%	3	1.7%	2	0.6%	1
Would regenerate the area	1.2%	9	1.1%	3	1.3%	6	0.0%	0	2.3%	1	0.0%	0	1.9%	2	1.4%	2	0.0%	0	2.3%	4
Good for the local economy	1.1%	8	1.8%	5	0.6%	3	3.1%	1	0.0%	0	2.1%	2	1.9%	2	0.0%	0	1.7%	2	0.0%	0
Nowhere to park	0.9%	7	0.7%	2	1.1%	5	0.0%	0	0.0%	0	3.2%	3	0.0%	0	2.1%	3	0.0%	0	0.6%	1
More housing for the older generation	0.5%	4	0.0%	0	0.9%	4	0.0%	0	2.3%	1	0.0%	0	0.0%	0	0.7%	1	0.0%	0	1.1%	2
Improve peoples living standards	0.5%	4	0.0%	0	0.9%	4	0.0%	0	0.0%	0	1.1%	1	0.0%	0	0.7%	1	0.9%	1	0.0%	0
Should focus on schools and hospitals	0.4%	3	0.0%	0	0.6%	3	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.7%	1	0.0%	0	1.1%	2
Noise	0.4%	3	0.0%	0	0.6%	3	3.1%	1	0.0%	0	0.0%	0	0.0%	0	0.7%	1	0.9%	1	0.0%	0
Building works will be disruptive	0.1%	1	0.4%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.0%	0	0.0%	0	0.0%	0
(Don't know)	17.6%	132	18.0%	51	17.4%	81	21.9%	7	16.3%	7	16.8%	16	15.7%	17	12.4%	18	12.9%	15	20.5%	36
(Nothing)	4.9%	37	4.9%	14	4.9%	23	6.3%	2	2.3%	1	6.3%	6	3.7%	4	6.2%	9	5.2%	6	2.3%	4
Base:		750		284		466		32		43		95		108		145		116		176
Q35 Thinking about the future of the area or estate where you live, do you think there is a need for projects or activities that would create new local job opportunities?																				
Yes	47.5%	356	49.3%	140	46.4%	216	50.0%	16	53.5%	23	57.9%	55	57.4%	62	54.5%	79	48.3%	56	33.5%	59
No	52.5%	394	50.7%	144	53.6%	250	50.0%	16	46.5%	20	42.1%	40	42.6%	46	45.5%	66	51.7%	60	66.5%	117
Base:		750		284		466		32		43		95		108		145		116		176

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male		Female		18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+								
Q36 What kinds of projects or activities do you think are needed locally?																				
<i>Those who feel there is a need for more local job opportunities at Q35</i>																				
Youth clubs	18.5%	66	17.1%	24	19.4%	42	31.3%	5	26.1%	6	27.3%	15	14.5%	9	17.7%	14	14.3%	8	13.6%	8
More aimed at children	7.3%	26	3.6%	5	9.7%	21	25.0%	4	4.3%	1	7.3%	4	9.7%	6	7.6%	6	3.6%	2	3.4%	2
Community gym / leisure centre	5.9%	21	5.7%	8	6.0%	13	0.0%	0	13.0%	3	9.1%	5	8.1%	5	6.3%	5	3.6%	2	1.7%	1
Apprenticeships	5.6%	20	5.7%	8	5.6%	12	0.0%	0	4.3%	1	3.6%	2	4.8%	3	5.1%	4	7.1%	4	8.5%	5
Training for young people just leaving school	5.3%	19	3.6%	5	6.5%	14	6.3%	1	4.3%	1	7.3%	4	6.5%	4	3.8%	3	8.9%	5	1.7%	1
Engage / attract local business	5.3%	19	5.7%	8	5.1%	11	6.3%	1	0.0%	0	9.1%	5	4.8%	3	2.5%	2	8.9%	5	3.4%	2
Anything that gets someone a job	4.8%	17	4.3%	6	5.1%	11	0.0%	0	4.3%	1	7.3%	4	4.8%	3	8.9%	7	1.8%	1	1.7%	1
Community centre	4.2%	15	2.9%	4	5.1%	11	6.3%	1	4.3%	1	3.6%	2	4.8%	3	1.3%	1	5.4%	3	5.1%	3
Gardening work	3.4%	12	3.6%	5	3.2%	7	6.3%	1	4.3%	1	7.3%	4	3.2%	2	2.5%	2	1.8%	1	1.7%	1
Workshops to help people get back to work	3.4%	12	3.6%	5	3.2%	7	12.5%	2	4.3%	1	1.8%	1	6.5%	4	3.8%	3	0.0%	0	1.7%	1
Building projects	2.2%	8	4.3%	6	0.9%	2	0.0%	0	0.0%	0	3.6%	2	1.6%	1	2.5%	2	1.8%	1	3.4%	2
Day care centres	2.0%	7	0.0%	0	3.2%	7	6.3%	1	0.0%	0	3.6%	2	4.8%	3	1.3%	1	0.0%	0	0.0%	0
More / better us of open spaces	1.7%	6	2.1%	3	1.4%	3	0.0%	0	0.0%	0	0.0%	0	0.0%	0	2.5%	2	1.8%	1	5.1%	3
Adult learning schemes	0.8%	3	1.4%	2	0.5%	1	0.0%	0	8.7%	2	1.8%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Adult learning	0.6%	2	0.0%	0	0.9%	2	0.0%	0	0.0%	0	0.0%	0	1.6%	1	0.0%	0	0.0%	0	1.7%	1
Other	0.6%	2	0.0%	0	0.9%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	2.5%	2	0.0%	0	0.0%	0
Money management advice	0.3%	1	0.7%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	1.3%	1	0.0%	0	0.0%	0
Sports events	0.3%	1	0.0%	0	0.5%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	1.3%	1	0.0%	0	0.0%	0
Music events	0.3%	1	0.0%	0	0.5%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	1.3%	1	0.0%	0	0.0%	0
(Don't know)	36.2%	129	40.0%	56	33.8%	73	18.8%	3	34.8%	8	12.7%	7	37.1%	23	38.0%	30	46.4%	26	52.5%	31
Base:		356		140		216		16		23		55		62		79		56		59

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
INF How would you expect to find out about local news, or something that might affect where you live: [MR/PR]																				
<i>Main source</i>																				
From a local newspaper	29.2%	219	30.3%	86	28.5%	133	21.9%	7	37.2%	16	23.2%	22	29.6%	32	31.7%	46	31.9%	37	33.5%	59
From the internet	12.9%	97	14.8%	42	11.8%	55	25.0%	8	16.3%	7	16.8%	16	20.4%	22	14.5%	21	12.1%	14	4.5%	8
Council Newsletter	11.1%	83	10.6%	30	11.4%	53	12.5%	4	9.3%	4	11.6%	11	8.3%	9	13.1%	19	8.6%	10	13.1%	23
From the radio, TV or national newspaper	7.1%	53	4.9%	14	8.4%	39	6.3%	2	2.3%	1	8.4%	8	3.7%	4	6.9%	10	9.5%	11	8.5%	15
Letter from the council	6.1%	46	6.0%	17	6.2%	29	6.3%	2	7.0%	3	5.3%	5	3.7%	4	6.2%	9	8.6%	10	7.4%	13
From a neighbour or visitor	3.5%	26	4.9%	14	2.6%	12	3.1%	1	0.0%	0	1.1%	1	2.8%	3	4.8%	7	2.6%	3	5.7%	10
By being out and about in the community	3.2%	24	1.8%	5	4.1%	19	6.3%	2	0.0%	0	2.1%	2	3.7%	4	2.8%	4	4.3%	5	4.0%	7
Council leaflet through letterbox	2.4%	18	1.8%	5	2.8%	13	0.0%	0	2.3%	1	5.3%	5	2.8%	3	2.1%	3	2.6%	3	1.7%	3
Posters / notice boards	1.6%	12	1.8%	5	1.5%	7	0.0%	0	4.7%	2	1.1%	1	0.9%	1	3.4%	5	2.6%	3	0.0%	0
Housing officer	0.9%	7	1.4%	4	0.6%	3	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.7%	1	1.7%	2	1.7%	3
Email from the council	0.7%	5	1.1%	3	0.4%	2	0.0%	0	0.0%	0	1.1%	1	0.9%	1	1.4%	2	0.9%	1	0.0%	0
Tenant meetings	0.5%	4	1.1%	3	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	2.6%	3	0.6%	1
When in a local shop, café, hairdresser, etc.	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.7%	1	0.0%	0	0.0%	0
None mentioned / Don't know)	20.5%	154	19.7%	56	21.0%	98	18.8%	6	20.9%	9	24.2%	23	21.3%	23	11.7%	17	12.1%	14	19.3%	34
Base:		750		284		466		32		43		95		108		145		116		176

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	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
Other source(s)																				
From a local newspaper	10.7%	80	9.5%	27	11.4%	53	15.6%	5	9.3%	4	11.6%	11	12.0%	13	12.4%	18	12.1%	14	7.4%	13
From the internet	8.4%	63	7.0%	20	9.2%	43	9.4%	3	9.3%	4	12.6%	12	11.1%	12	11.7%	17	7.8%	9	2.8%	5
From the radio, TV or national newspaper	6.8%	51	9.2%	26	5.4%	25	6.3%	2	4.7%	2	4.2%	4	7.4%	8	6.9%	10	11.2%	13	6.8%	12
From a neighbour or visitor	5.2%	39	4.6%	13	5.6%	26	6.3%	2	9.3%	4	2.1%	2	5.6%	6	5.5%	8	4.3%	5	6.8%	12
Council Newsletter	3.1%	23	2.8%	8	3.2%	15	3.1%	1	4.7%	2	2.1%	2	5.6%	6	2.8%	4	2.6%	3	2.8%	5
Letter from the council	1.9%	14	1.1%	3	2.4%	11	0.0%	0	2.3%	1	4.2%	4	1.9%	2	2.1%	3	2.6%	3	0.6%	1
By being out and about in the community	1.6%	12	1.8%	5	1.5%	7	3.1%	1	2.3%	1	2.1%	2	0.0%	0	2.1%	3	0.9%	1	2.3%	4
Posters / notice boards	1.2%	9	1.4%	4	1.1%	5	3.1%	1	0.0%	0	0.0%	0	1.9%	2	1.4%	2	2.6%	3	0.6%	1
Council leaflet through letterbox	0.8%	6	0.7%	2	0.9%	4	3.1%	1	2.3%	1	0.0%	0	0.9%	1	1.4%	2	0.9%	1	0.0%	0
Tenant meetings	0.7%	5	0.7%	2	0.6%	3	0.0%	0	0.0%	0	0.0%	0	1.9%	2	0.0%	0	0.9%	1	1.1%	2
Phone call from the council	0.4%	3	0.4%	1	0.4%	2	0.0%	0	0.0%	0	2.1%	2	0.0%	0	0.0%	0	0.0%	0	0.6%	1
When in a local shop, café, hairdresser, etc.	0.4%	3	0.4%	1	0.4%	2	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.0%	0	1.7%	2	0.0%	0
When at work	0.3%	2	0.4%	1	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.6%	1
Housing officer	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.9%	1	0.6%	1
None mentioned / Don't know)	66.9%	502	69.0%	196	65.7%	306	59.4%	19	60.5%	26	64.2%	61	67.6%	73	60.7%	88	62.9%	73	73.9%	130
Base:		750		284		466		32		43		95		108		145		116		176
Any source																				
From a local newspaper	39.9%	299	39.8%	113	39.9%	186	37.5%	12	46.5%	20	34.7%	33	41.7%	45	44.1%	64	44.0%	51	40.9%	72
From the internet	21.3%	160	21.8%	62	21.0%	98	34.4%	11	25.6%	11	29.5%	28	31.5%	34	26.2%	38	19.8%	23	7.4%	13
Council Newsletter	14.1%	106	13.4%	38	14.6%	68	15.6%	5	14.0%	6	13.7%	13	13.9%	15	15.9%	23	11.2%	13	15.9%	28
From the radio, TV or national newspaper	13.9%	104	14.1%	40	13.7%	64	12.5%	4	7.0%	3	12.6%	12	11.1%	12	13.8%	20	20.7%	24	15.3%	27
From a neighbour or visitor	8.7%	65	9.5%	27	8.2%	38	9.4%	3	9.3%	4	3.2%	3	8.3%	9	10.3%	15	6.9%	8	12.5%	22
Letter from the council	8.0%	60	7.0%	20	8.6%	40	6.3%	2	9.3%	4	9.5%	9	5.6%	6	8.3%	12	11.2%	13	8.0%	14
By being out and about in the community	4.8%	36	3.5%	10	5.6%	26	9.4%	3	2.3%	1	4.2%	4	3.7%	4	4.8%	7	5.2%	6	6.3%	11
Council leaflet through letterbox	3.2%	24	2.5%	7	3.6%	17	3.1%	1	4.7%	2	5.3%	5	3.7%	4	3.4%	5	3.4%	4	1.7%	3
Posters / notice boards	2.8%	21	3.2%	9	2.6%	12	3.1%	1	4.7%	2	1.1%	1	2.8%	3	4.8%	7	5.2%	6	0.6%	1
Tenant meetings	1.2%	9	1.8%	5	0.9%	4	0.0%	0	0.0%	0	0.0%	0	1.9%	2	0.0%	0	3.4%	4	1.7%	3
Housing officer	1.2%	9	1.4%	4	1.1%	5	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.7%	1	2.6%	3	2.3%	4
Email from the council	0.7%	5	1.1%	3	0.4%	2	0.0%	0	0.0%	0	1.1%	1	0.9%	1	1.4%	2	0.9%	1	0.0%	0
When in a local shop, café, hairdresser, etc.	0.7%	5	0.4%	1	0.9%	4	0.0%	0	0.0%	0	0.0%	0	1.9%	2	0.7%	1	1.7%	2	0.0%	0
Phone call from the council	0.4%	3	0.4%	1	0.4%	2	0.0%	0	0.0%	0	2.1%	2	0.0%	0	0.0%	0	0.0%	0	0.6%	1
When at work	0.3%	2	0.4%	1	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.6%	1
Base:		750		284		466		32		43		95		108		145		116		176

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male		Female		18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+									
GEN Gender																					
Male	37.9%	284	100.0%	284	0.0%	0	28.1%	9	34.9%	15	46.3%	44	37.0%	40	35.9%	52	38.8%	45	38.1%	67	
Female	62.1%	466	0.0%	0	100.0%	466	71.9%	23	65.1%	28	53.7%	51	63.0%	68	64.1%	93	61.2%	71	61.9%	109	
Base:		750		284		466		32		43		95		108		145		116		176	
AGE Age:																					
18 - 25 years	4.3%	32	3.2%	9	4.9%	23	100.0%	32	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
26 - 30 years	5.7%	43	5.3%	15	6.0%	28	0.0%	0	100.0%	43	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
31 - 40 years	12.7%	95	15.5%	44	10.9%	51	0.0%	0	0.0%	0	100.0%	95	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
41 - 50 years	14.4%	108	14.1%	40	14.6%	68	0.0%	0	0.0%	0	0.0%	0	100.0%	108	0.0%	0	0.0%	0	0.0%	0	0.0%
51 - 60 years	19.3%	145	18.3%	52	20.0%	93	0.0%	0	0.0%	0	0.0%	0	0.0%	0	100.0%	145	0.0%	0	0.0%	0	0.0%
61 - 70 years	15.5%	116	15.8%	45	15.2%	71	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	100.0%	116	0.0%	0	0.0%
Over 70 years	23.5%	176	23.6%	67	23.4%	109	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	100.0%
(Refused)	4.7%	35	4.2%	12	4.9%	23	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Base:		750		284		466		32		43		95		108		145		116		176	

Mean score (people):

Q37 Including yourself, how many people live in your household? [PR]

2	37.7%	283	45.8%	130	32.8%	153	28.1%	9	20.9%	9	22.1%	21	20.4%	22	29.7%	43	54.3%	63	64.2%	113
3	22.8%	171	21.5%	61	23.6%	110	25.0%	8	27.9%	12	21.1%	20	24.1%	26	22.1%	32	25.9%	30	24.4%	43
4	15.5%	116	13.4%	38	16.7%	78	18.8%	6	18.6%	8	16.8%	16	19.4%	21	27.6%	40	11.2%	13	6.3%	11
5	7.2%	54	4.2%	12	9.0%	42	6.3%	2	11.6%	5	12.6%	12	8.3%	9	11.7%	17	5.2%	6	1.7%	3
6	5.3%	40	4.2%	12	6.0%	28	3.1%	1	2.3%	1	13.7%	13	9.3%	10	6.9%	10	2.6%	3	1.1%	2
7	1.5%	11	0.7%	2	1.9%	9	3.1%	1	2.3%	1	3.2%	3	3.7%	4	1.4%	2	0.0%	0	0.0%	0
8	0.4%	3	1.1%	3	0.0%	0	3.1%	1	0.0%	0	0.0%	0	1.9%	2	0.0%	0	0.0%	0	0.0%	0
9	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
More than 9	0.1%	1	0.4%	1	0.0%	0	0.0%	0	0.0%	0	1.1%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Mean:		2.19		1.99		2.31		2.46		2.44		2.90		2.78		2.48		1.75		1.48
Base:		750		284		466		32		43		95		108		145		116		176

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
Mean score (people, excludes 'none'):																				
Q38 How many are under 16? [PR]																				
1	8.9%	67	4.9%	14	11.4%	53	28.1%	9	18.6%	8	14.7%	14	20.4%	22	6.9%	10	0.9%	1	1.1%	2
2	6.4%	48	4.2%	12	7.7%	36	9.4%	3	9.3%	4	18.9%	18	13.0%	14	4.8%	7	0.0%	0	1.1%	2
3	3.3%	25	1.8%	5	4.3%	20	3.1%	1	7.0%	3	12.6%	12	5.6%	6	1.4%	2	0.9%	1	0.0%	0
4	0.9%	7	1.1%	3	0.9%	4	3.1%	1	4.7%	2	4.2%	4	0.0%	0	0.0%	0	0.0%	0	0.0%	0
5	0.3%	2	0.4%	1	0.2%	1	0.0%	0	0.0%	0	1.1%	1	0.9%	1	0.0%	0	0.0%	0	0.0%	0
More than 5	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
None	70.4%	528	78.9%	224	65.2%	304	43.8%	14	44.2%	19	38.9%	37	47.2%	51	86.2%	125	96.6%	112	94.9%	167
(Refused)	9.7%	73	8.8%	25	10.3%	48	12.5%	4	16.3%	7	9.5%	9	13.0%	14	0.7%	1	1.7%	2	2.8%	5
Mean:	2.85		3.00		2.81		2.57		2.94		3.18		2.70		2.58		3.00		2.50	
Base:	750		284		466		32		43		95		108		145		116		176	
Mean score (people, excludes 'none'):																				
Q39 How many are between 16-21? [PR]																				
1	8.7%	65	6.0%	17	10.3%	48	12.5%	4	7.0%	3	6.3%	6	19.4%	21	19.3%	28	0.9%	1	1.1%	2
2	1.7%	13	1.4%	4	1.9%	9	0.0%	0	0.0%	0	0.0%	0	4.6%	5	5.5%	8	0.0%	0	0.0%	0
3	0.3%	2	0.0%	0	0.4%	2	3.1%	1	0.0%	0	0.0%	0	0.9%	1	0.0%	0	0.0%	0	0.0%	0
4	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
5	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
More than 5	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
None	79.5%	596	83.5%	237	77.0%	359	71.9%	23	76.7%	33	83.2%	79	62.0%	67	73.8%	107	97.4%	113	96.6%	170
(Refused)	9.9%	74	9.2%	26	10.3%	48	12.5%	4	16.3%	7	10.5%	10	13.0%	14	1.4%	2	1.7%	2	2.3%	4
Mean:	2.21		2.19		2.22		2.40		2.00		2.00		2.26		2.22		2.00		2.00	
Base:	750		284		466		32		43		95		108		145		116		176	
Mean score (people, excludes 'none'):																				
Q40 How many are between 22-64? [PR]																				
1	34.0%	255	32.0%	91	35.2%	164	50.0%	16	53.5%	23	45.3%	43	41.7%	45	42.8%	62	32.8%	38	15.9%	28
2	21.1%	158	20.4%	58	21.5%	100	21.9%	7	20.9%	9	38.9%	37	37.0%	40	31.0%	45	10.3%	12	4.0%	7
3	5.6%	42	6.0%	17	5.4%	25	6.3%	2	7.0%	3	3.2%	3	4.6%	5	14.5%	21	6.9%	8	0.0%	0
4	2.3%	17	2.1%	6	2.4%	11	3.1%	1	0.0%	0	1.1%	1	1.9%	2	6.9%	10	2.6%	3	0.0%	0
5	0.4%	3	0.4%	1	0.4%	2	0.0%	0	0.0%	0	0.0%	0	0.9%	1	1.4%	2	0.0%	0	0.0%	0
More than 5	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
None	26.5%	199	29.9%	85	24.5%	114	6.3%	2	2.3%	1	1.1%	1	0.9%	1	2.1%	3	45.7%	53	77.8%	137
(Refused)	10.1%	76	9.2%	26	10.7%	50	12.5%	4	16.3%	7	10.5%	10	13.0%	14	1.4%	2	1.7%	2	2.3%	4
Mean:	2.64		2.66		2.63		2.54		2.43		2.55		2.65		2.89		2.61		2.20	
Base:	750		284		466		32		43		95		108		145		116		176	

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
Mean score (people, excludes 'none'):																				
Q41 How many are 65 and over? [PR]																				
1	30.0%	225	27.8%	79	31.3%	146	3.1%	1	2.3%	1	2.1%	2	3.7%	4	11.0%	16	55.2%	64	77.3%	136
2	6.4%	48	9.9%	28	4.3%	20	3.1%	1	2.3%	1	0.0%	0	1.9%	2	0.0%	0	12.9%	15	16.5%	29
3	0.1%	1	0.4%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.6%	1
4	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
5	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
More than 5	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
None	53.5%	401	53.2%	151	53.6%	250	81.3%	26	79.1%	34	87.4%	83	81.5%	88	87.6%	127	30.2%	35	4.0%	7
(Refused)	10.0%	75	8.8%	25	10.7%	50	12.5%	4	16.3%	7	10.5%	10	13.0%	14	1.4%	2	1.7%	2	1.7%	3
Mean:		2.18		2.28		2.12		2.50		2.50		2.00		2.33		2.00		2.19		2.19
Base:		750		284		466		32		43		95		108		145		116		176
Mean score (people, excludes 'none'):																				
Q42 Please say how many members of your household are: [PR]																				
In school																				
None	74.0%	555	81.0%	230	69.7%	325	53.1%	17	62.8%	27	46.3%	44	51.9%	56	85.5%	124	96.6%	112	96.6%	170
One	6.7%	50	4.6%	13	7.9%	37	21.9%	7	7.0%	3	8.4%	8	18.5%	20	7.6%	11	0.9%	1	0.0%	0
Two	5.5%	41	3.9%	11	6.4%	30	9.4%	3	9.3%	4	16.8%	16	9.3%	10	4.8%	7	0.0%	0	0.6%	1
Three	3.3%	25	1.8%	5	4.3%	20	3.1%	1	4.7%	2	12.6%	12	6.5%	7	1.4%	2	0.9%	1	0.0%	0
Four	0.7%	5	0.4%	1	0.9%	4	3.1%	1	0.0%	0	3.2%	3	0.9%	1	0.0%	0	0.0%	0	0.0%	0
Five	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	1.1%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	9.7%	73	8.5%	24	10.5%	49	9.4%	3	16.3%	7	11.6%	11	13.0%	14	0.7%	1	1.7%	2	2.8%	5
Mean:		1.90		1.80		1.93		1.67		1.89		2.33		1.71		1.55		2.00		2.00
Base:		750		284		466		32		43		95		108		145		116		176
In higher or further education																				
None	80.3%	602	84.5%	240	77.7%	362	78.1%	25	74.4%	32	78.9%	75	62.0%	67	80.0%	116	96.6%	112	96.6%	170
One	8.7%	65	6.0%	17	10.3%	48	9.4%	3	9.3%	4	9.5%	9	20.4%	22	15.9%	23	1.7%	2	1.1%	2
Two	0.9%	7	1.1%	3	0.9%	4	0.0%	0	0.0%	0	0.0%	0	2.8%	3	2.8%	4	0.0%	0	0.0%	0
Three	0.4%	3	0.0%	0	0.6%	3	3.1%	1	0.0%	0	0.0%	0	1.9%	2	0.0%	0	0.0%	0	0.0%	0
Four	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	9.6%	72	8.5%	24	10.3%	48	9.4%	3	16.3%	7	11.6%	11	13.0%	14	0.7%	1	1.7%	2	2.3%	4
Mean:		1.21		1.15		1.23		1.50		1.00		1.00		1.26		1.25		1.00		1.00
Base:		750		284		466		32		43		95		108		145		116		176

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
In vocational training																				
None	90.0%	675	91.5%	260	89.1%	415	90.6%	29	79.1%	34	88.4%	84	87.0%	94	98.6%	143	98.3%	114	97.7%	172
One	0.4%	3	0.0%	0	0.6%	3	0.0%	0	4.7%	2	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.0%	0
Two	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Three	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more (Refused)	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
	9.6%	72	8.5%	24	10.3%	48	9.4%	3	16.3%	7	11.6%	11	13.0%	14	0.7%	1	1.7%	2	2.3%	4
Mean:		1.00		0.00		1.00		0.00		1.00		0.00		0.00		1.00		0.00		0.00
Base:		750		284		466		32		43		95		108		145		116		176
In another type of education or training																				
None	89.6%	672	90.8%	258	88.8%	414	90.6%	29	81.4%	35	88.4%	84	83.3%	90	98.6%	143	98.3%	114	97.7%	172
One	0.7%	5	0.4%	1	0.9%	4	0.0%	0	2.3%	1	0.0%	0	2.8%	3	0.7%	1	0.0%	0	0.0%	0
Two	0.1%	1	0.4%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.9%	1	0.0%	0	0.0%	0	0.0%	0
Three	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more (Refused)	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
	9.6%	72	8.5%	24	10.3%	48	9.4%	3	16.3%	7	11.6%	11	13.0%	14	0.7%	1	1.7%	2	2.3%	4
Mean:		1.17		1.50		1.00		0.00		1.00		0.00		1.25		1.00		0.00		0.00
Base:		750		284		466		32		43		95		108		145		116		176
Not in education or training																				
None	66.8%	501	67.6%	192	66.3%	309	75.0%	24	48.8%	21	65.3%	62	63.9%	69	73.8%	107	76.7%	89	70.5%	124
One	13.9%	104	13.7%	39	13.9%	65	12.5%	4	20.9%	9	11.6%	11	11.1%	12	12.4%	18	12.9%	15	19.9%	35
Two	6.7%	50	6.7%	19	6.7%	31	3.1%	1	9.3%	4	8.4%	8	10.2%	11	6.2%	9	5.2%	6	6.3%	11
Three	2.0%	15	1.8%	5	2.1%	10	0.0%	0	2.3%	1	2.1%	2	0.9%	1	6.2%	9	0.9%	1	0.6%	1
Four	1.1%	8	1.8%	5	0.6%	3	0.0%	0	2.3%	1	1.1%	1	0.9%	1	0.7%	1	2.6%	3	0.6%	1
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more (Refused)	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
	9.6%	72	8.5%	24	10.3%	48	9.4%	3	16.3%	7	11.6%	11	13.0%	14	0.7%	1	1.7%	2	2.3%	4
Mean:		1.59		1.65		1.55		1.20		1.60		1.68		1.64		1.81		1.68		1.33
Base:		750		284		466		32		43		95		108		145		116		176

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

Total Male Female 18 - 25 26 - 30 31 - 40 41 - 50 51 - 60 61 - 70 71+

Mean score (people, excludes 'none'):

Q43 Please say how many members of your household are: [PR]

Working in full time employment

None	56.1%	421	55.6%	158	56.4%	263	53.1%	17	41.9%	18	42.1%	40	40.7%	44	46.2%	67	72.4%	84	84.1%	148
One	22.0%	165	20.4%	58	23.0%	107	21.9%	7	23.3%	10	29.5%	28	36.1%	39	29.0%	42	16.4%	19	10.8%	19
Two	9.1%	68	11.3%	32	7.7%	36	12.5%	4	16.3%	7	14.7%	14	9.3%	10	15.9%	23	5.2%	6	2.3%	4
Three	1.9%	14	2.5%	7	1.5%	7	0.0%	0	2.3%	1	1.1%	1	0.9%	1	4.8%	7	2.6%	3	0.6%	1
Four	0.9%	7	1.8%	5	0.4%	2	3.1%	1	0.0%	0	0.0%	0	0.0%	0	3.4%	5	0.9%	1	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	10.0%	75	8.5%	24	10.9%	51	9.4%	3	16.3%	7	12.6%	12	13.0%	14	0.7%	1	2.6%	3	2.3%	4
<i>Mean:</i>		<i>1.46</i>		<i>1.60</i>		<i>1.37</i>		<i>1.58</i>		<i>1.50</i>		<i>1.37</i>		<i>1.24</i>		<i>1.68</i>		<i>1.52</i>		<i>1.25</i>
Base:		750		284		466		32		43		95		108		145		116		176

Working in part time employment

None	75.6%	567	82.0%	233	71.7%	334	59.4%	19	74.4%	32	58.9%	56	67.6%	73	78.6%	114	89.7%	104	94.3%	166
One	13.2%	99	8.8%	25	15.9%	74	31.3%	10	9.3%	4	25.3%	24	19.4%	21	17.9%	26	7.8%	9	2.8%	5
Two	1.1%	8	0.4%	1	1.5%	7	0.0%	0	0.0%	0	2.1%	2	0.0%	0	2.8%	4	0.0%	0	0.6%	1
Three	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	10.1%	76	8.8%	25	10.9%	51	9.4%	3	16.3%	7	13.7%	13	13.0%	14	0.7%	1	2.6%	3	2.3%	4
<i>Mean:</i>		<i>1.07</i>		<i>1.04</i>		<i>1.09</i>		<i>1.00</i>		<i>1.00</i>		<i>1.08</i>		<i>1.00</i>		<i>1.13</i>		<i>1.00</i>		<i>1.17</i>
Base:		750		284		466		32		43		95		108		145		116		176

Working in self-employment

None	87.6%	657	87.7%	249	87.6%	408	90.6%	29	83.7%	36	82.1%	78	79.6%	86	96.6%	140	97.4%	113	97.2%	171
One	2.3%	17	3.5%	10	1.5%	7	0.0%	0	0.0%	0	4.2%	4	7.4%	8	2.8%	4	0.0%	0	0.6%	1
Two	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Three	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	10.1%	76	8.8%	25	10.9%	51	9.4%	3	16.3%	7	13.7%	13	13.0%	14	0.7%	1	2.6%	3	2.3%	4
<i>Mean:</i>		<i>1.00</i>		<i>1.00</i>		<i>1.00</i>		<i>0.00</i>		<i>0.00</i>		<i>1.00</i>		<i>1.00</i>		<i>1.00</i>		<i>0.00</i>		<i>1.00</i>
Base:		750		284		466		32		43		95		108		145		116		176

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LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
Not working (EXCLUDES RETIRED)																				
None	69.9%	524	76.4%	217	65.9%	307	62.5%	20	53.5%	23	61.1%	58	57.4%	62	67.6%	98	84.5%	98	92.0%	162
One	12.9%	97	10.6%	30	14.4%	67	25.0%	8	23.3%	10	15.8%	15	21.3%	23	15.2%	22	10.3%	12	4.0%	7
Two	4.8%	36	3.2%	9	5.8%	27	0.0%	0	7.0%	3	3.2%	3	5.6%	6	12.4%	18	2.6%	3	1.7%	3
Three	0.9%	7	0.4%	1	1.3%	6	3.1%	1	0.0%	0	2.1%	2	0.0%	0	2.8%	4	0.0%	0	0.0%	0
Four	0.8%	6	0.7%	2	0.9%	4	0.0%	0	0.0%	0	3.2%	3	0.9%	1	1.4%	2	0.0%	0	0.0%	0
Five	0.4%	3	0.0%	0	0.6%	3	0.0%	0	0.0%	0	1.1%	1	1.9%	2	0.0%	0	0.0%	0	0.0%	0
Six or more	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	10.3%	77	8.8%	25	11.2%	52	9.4%	3	16.3%	7	13.7%	13	13.0%	14	0.7%	1	2.6%	3	2.3%	4
Mean:		1.54		1.40		1.59		1.22		1.23		1.83		1.53		1.70		1.20		1.30
Base:		750		284		466		32		43		95		108		145		116		176
Not working - retired																				
None	44.9%	337	42.3%	120	46.6%	217	68.8%	22	65.1%	28	73.7%	70	72.2%	78	73.1%	106	20.7%	24	4.0%	7
One	37.3%	280	38.4%	109	36.7%	171	18.8%	6	14.0%	6	10.5%	10	13.9%	15	24.1%	35	57.8%	67	79.5%	140
Two	7.3%	55	10.6%	30	5.4%	25	3.1%	1	2.3%	1	2.1%	2	0.9%	1	2.1%	3	19.0%	22	14.2%	25
Three	0.1%	1	0.0%	0	0.2%	1	0.0%	0	2.3%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	10.3%	77	8.8%	25	11.2%	52	9.4%	3	16.3%	7	13.7%	13	13.0%	14	0.7%	1	2.6%	3	2.3%	4
Mean:		1.17		1.22		1.14		1.14		1.38		1.17		1.06		1.08		1.25		1.15
Base:		750		284		466		32		43		95		108		145		116		176
Mean score (people, excludes 'none'):																				
Q44 Please say how many members of your household are: [PR]																				
Chronically sick or suffering a long term limiting illness																				
None	73.6%	552	73.2%	208	73.8%	344	81.3%	26	72.1%	31	80.0%	76	72.2%	78	73.1%	106	76.7%	89	81.3%	143
One	13.1%	98	14.4%	41	12.2%	57	0.0%	0	11.6%	5	6.3%	6	9.3%	10	21.4%	31	17.2%	20	14.2%	25
Two	1.9%	14	2.1%	6	1.7%	8	6.3%	2	0.0%	0	1.1%	1	2.8%	3	3.4%	5	0.0%	0	1.7%	3
Three	0.5%	4	0.0%	0	0.9%	4	3.1%	1	0.0%	0	0.0%	0	0.9%	1	1.4%	2	0.0%	0	0.0%	0
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	10.9%	82	10.2%	29	11.4%	53	9.4%	3	16.3%	7	12.6%	12	14.8%	16	0.7%	1	6.0%	7	2.8%	5
Mean:		1.19		1.13		1.23		2.33		1.00		1.14		1.36		1.24		1.00		1.11
Base:		750		284		466		32		43		95		108		145		116		176

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male	Female	18 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 70	71+										
<i>In generally poor health with a disability</i>																				
None	75.1%	563	75.7%	215	74.7%	348	90.6%	29	74.4%	32	83.2%	79	77.8%	84	83.4%	121	74.1%	86	73.3%	129
One	12.8%	96	13.4%	38	12.4%	58	0.0%	0	9.3%	4	4.2%	4	7.4%	8	14.5%	21	17.2%	20	21.6%	38
Two	1.1%	8	0.7%	2	1.3%	6	0.0%	0	0.0%	0	0.0%	0	0.0%	0	1.4%	2	2.6%	3	1.7%	3
Three	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more (Refused)	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	11.1%	83	10.2%	29	11.6%	54	9.4%	3	16.3%	7	12.6%	12	14.8%	16	0.7%	1	6.0%	7	3.4%	6
Mean:		1.08		1.05		1.09		0.00		1.00		1.00		1.00		1.09		1.13		1.07
Base:		750		284		466		32		43		95		108		145		116		176
<i>In generally poor health without a disability</i>																				
None	83.6%	627	87.0%	247	81.5%	380	90.6%	29	79.1%	34	85.3%	81	78.7%	85	89.7%	130	88.8%	103	91.5%	161
One	4.9%	37	2.8%	8	6.2%	29	0.0%	0	2.3%	1	2.1%	2	6.5%	7	8.3%	12	5.2%	6	5.1%	9
Two	0.4%	3	0.0%	0	0.6%	3	0.0%	0	0.0%	0	0.0%	0	0.0%	0	1.4%	2	0.0%	0	0.6%	1
Three	0.1%	1	0.0%	0	0.2%	1	0.0%	0	2.3%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more (Refused)	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	10.9%	82	10.2%	29	11.4%	53	9.4%	3	16.3%	7	12.6%	12	14.8%	16	0.7%	1	6.0%	7	2.8%	5
Mean:		1.12		1.00		1.15		0.00		2.00		1.00		1.00		1.14		1.00		1.10
Base:		750		284		466		32		43		95		108		145		116		176
<i>In generally good health but with a disability</i>																				
None	83.2%	624	82.7%	235	83.5%	389	90.6%	29	79.1%	34	85.3%	81	80.6%	87	89.0%	129	88.8%	103	89.2%	157
One	5.5%	41	6.0%	17	5.2%	24	0.0%	0	4.7%	2	2.1%	2	4.6%	5	9.7%	14	4.3%	5	7.4%	13
Two	0.4%	3	1.1%	3	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.7%	1	0.9%	1	0.6%	1
Three	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more (Refused)	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	10.9%	82	10.2%	29	11.4%	53	9.4%	3	16.3%	7	12.6%	12	14.8%	16	0.7%	1	6.0%	7	2.8%	5
Mean:		1.07		1.15		1.00		0.00		1.00		1.00		1.00		1.07		1.17		1.07
Base:		750		284		466		32		43		95		108		145		116		176

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Male		Female		18 - 25		26 - 30		31 - 40		41 - 50		51 - 60		61 - 70		71+		
<i>In generally good health</i>																				
None	20.9%	157	23.9%	68	19.1%	89	6.3%	2	11.6%	5	8.4%	8	11.1%	12	23.4%	34	29.3%	34	34.1%	60
One	27.6%	207	30.3%	86	26.0%	121	28.1%	9	16.3%	7	20.0%	19	17.6%	19	20.7%	30	34.5%	40	46.6%	82
Two	18.0%	135	16.5%	47	18.9%	88	25.0%	8	27.9%	12	16.8%	16	22.2%	24	22.8%	33	18.1%	21	11.9%	21
Three	11.1%	83	8.8%	25	12.4%	58	15.6%	5	16.3%	7	16.8%	16	12.0%	13	20.7%	30	5.2%	6	2.8%	5
Four	5.9%	44	4.9%	14	6.4%	30	6.3%	2	9.3%	4	9.5%	9	10.2%	11	6.9%	10	4.3%	5	1.7%	3
Five	4.3%	32	3.9%	11	4.5%	21	6.3%	2	0.0%	0	12.6%	12	8.3%	9	4.1%	6	2.6%	3	0.0%	0
Six or more (Refused)	1.3%	10	1.4%	4	1.3%	6	3.1%	1	2.3%	1	3.2%	3	3.7%	4	0.7%	1	0.0%	0	0.0%	0
(Refused)	10.9%	82	10.2%	29	11.4%	53	9.4%	3	16.3%	7	12.6%	12	14.8%	16	0.7%	1	6.0%	7	2.8%	5
Mean:		2.20		2.09		2.26		2.37		2.39		2.84		2.74		2.38		1.80		1.36
Base:		750		284		466		32		43		95		108		145		116		176

NUM As this is a confidential survey, I cannot pass on your concerns directly. But if you want more information, I can give you some telephone numbers. Would you like these numbers? [PR]

Yes - Independent tenant's adviser 0800 731 1619 or the Commission on 020 8753 1418	15.5%	116	13.7%	39	16.5%	77	6.3%	2	16.3%	7	11.6%	11	19.4%	21	21.4%	31	17.2%	20	13.6%	24
No	84.5%	634	86.3%	245	83.5%	389	93.8%	30	83.7%	36	88.4%	84	80.6%	87	78.6%	114	82.8%	96	86.4%	152
Base:		750		284		466		32		43		95		108		145		116		176

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Hammersmith & Fulham Housing Survey

Satisfaction

Research results for

SKV Communications

October 2015

Prepared by
Richard Lindsay



NEMS is a Market
Research Society
Company Partner

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
Mean score (years): [1, 3, 8, 15]																		
Q01 How long have you lived at this address? [PR]																		
Under 1 year	4.1%	31	3.7%	22	2.9%	2	4.1%	21	3.9%	5	5.3%	23	2.8%	4	3.9%	17	2.5%	4
Between 1 and 5 years	16.3%	122	16.0%	96	21.4%	15	15.4%	78	19.7%	25	16.4%	71	22.2%	32	16.1%	71	18.2%	29
Between 6 and 10 years	14.5%	109	13.1%	79	18.6%	13	14.6%	74	13.4%	17	14.1%	61	12.5%	18	15.0%	66	10.7%	17
Over 10 years	65.1%	488	67.2%	404	57.1%	40	65.9%	334	63.0%	80	64.2%	278	62.5%	90	65.0%	286	68.6%	109
Mean:		11.45		11.65		10.73		11.55		11.15		11.30		11.07		11.47		11.71
Base:		750		601		70		507		127		433		144		440		159
Q02 Which of the following describes you? [PR]																		
Tenant of the Council	81.5%	611	80.9%	486	90.0%	63	81.7%	414	84.3%	107	85.5%	370	74.3%	107	89.3%	393	71.1%	113
Leaseholder	18.5%	139	19.1%	115	10.0%	7	18.3%	93	15.7%	20	14.6%	63	25.7%	37	10.7%	47	28.9%	46
Other	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Base:		750		601		70		507		127		433		144		440		159
Q03 Which of the following best describes the type of property you live in: [PR]																		
Flat in high rise block (block with more than five storeys)	15.7%	118	14.5%	87	18.6%	13	15.0%	76	17.3%	22	19.9%	86	14.6%	21	17.0%	75	10.7%	17
Flat in medium rise block (block with five storeys or less)	62.4%	468	61.6%	370	67.1%	47	60.9%	309	63.0%	80	62.6%	271	66.7%	96	59.8%	263	67.3%	107
House or bungalow	19.6%	147	21.3%	128	12.9%	9	22.5%	114	15.0%	19	15.0%	65	16.0%	23	21.4%	94	18.9%	30
Other	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Maisonette	2.0%	15	2.3%	14	1.4%	1	1.4%	7	3.9%	5	2.1%	9	2.8%	4	1.6%	7	2.5%	4
Flat in a house	0.3%	2	0.3%	2	0.0%	0	0.2%	1	0.8%	1	0.5%	2	0.0%	0	0.2%	1	0.6%	1
Base:		750		601		70		507		127		433		144		440		159
Q04 Is the property you live in: [PR]																		
Part of an estate	64.9%	487	62.4%	375	74.3%	52	65.9%	334	59.8%	76	65.8%	285	69.4%	100	64.3%	283	62.3%	99
An individual street property, or part of one	29.3%	220	31.1%	187	21.4%	15	27.0%	137	38.6%	49	25.6%	111	29.9%	43	26.8%	118	37.1%	59
In a sheltered scheme	5.7%	43	6.5%	39	4.3%	3	7.1%	36	1.6%	2	8.5%	37	0.7%	1	8.9%	39	0.6%	1
Base:		750		601		70		507		127		433		144		440		159

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
Mean score (bedrooms): [1, 2, 3, 4, 6]																		
Q05 How many bedrooms does your property have? [PR]																		
Bedsit	1.3%	10	1.3%	8	1.4%	1	1.8%	9	0.0%	0	1.4%	6	1.4%	2	1.8%	8	0.0%	0
1	32.9%	247	33.4%	201	32.9%	23	34.7%	176	29.1%	37	39.3%	170	22.2%	32	37.5%	165	27.0%	43
2	37.5%	281	36.3%	218	37.1%	26	36.3%	184	37.0%	47	36.3%	157	41.7%	60	34.1%	150	38.4%	61
3	23.1%	173	23.0%	138	25.7%	18	22.3%	113	28.3%	36	18.2%	79	27.1%	39	21.4%	94	28.9%	46
4	4.7%	35	5.5%	33	1.4%	1	4.7%	24	3.9%	5	4.4%	19	6.9%	10	5.0%	22	4.4%	7
More than 4	0.5%	4	0.5%	3	1.4%	1	0.2%	1	1.6%	2	0.5%	2	0.7%	1	0.2%	1	1.3%	2
Mean:		2.02		2.03		2.01		1.98		2.13		1.89		2.22		1.95		2.16
Base:		750		601		70		507		127		433		144		440		159

Mean score: [Very satisfied = 2, Satisfied = 1, Neither = 0, Dissatisfied = -1, Very dissatisfied = -2]

	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
Q06 In overall terms, how satisfied or dissatisfied are you with where you live, i.e. your home and where it is? [PR]																		
Very satisfied	47.5%	356	59.2%	356	0.0%	0	56.2%	285	29.1%	37	52.0%	225	38.9%	56	55.0%	242	40.3%	64
Satisfied	32.7%	245	40.8%	245	0.0%	0	32.5%	165	34.6%	44	34.4%	149	30.6%	44	31.8%	140	28.9%	46
Neither satisfied nor dissatisfied	10.5%	79	0.0%	0	0.0%	0	6.5%	33	9.4%	12	8.1%	35	13.2%	19	7.7%	34	12.6%	20
Dissatisfied	5.6%	42	0.0%	0	60.0%	42	3.6%	18	13.4%	17	3.9%	17	9.7%	14	3.2%	14	10.1%	16
Very dissatisfied	3.7%	28	0.0%	0	40.0%	28	1.2%	6	13.4%	17	1.6%	7	7.6%	11	2.3%	10	8.2%	13
Mean:		1.15		1.59		-1.40		1.39		0.53		1.31		0.83		1.34		0.83
Base:		750		601		70		507		127		433		144		440		159

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
Q07 What do you like most about your home and your PROPERTY TYPE MENTIONED AT Q04?																		
<i>Those who answered 'part of an estate' at Q04</i>																		
Central / close to amenities	12.7%	62	12.0%	45	17.3%	9	12.0%	40	10.5%	8	10.2%	29	13.0%	13	10.6%	30	14.1%	14
Good location	12.3%	60	12.3%	46	13.5%	7	10.2%	34	14.5%	11	10.9%	31	16.0%	16	11.0%	31	17.2%	17
Everything	11.1%	54	14.1%	53	1.9%	1	13.8%	46	6.6%	5	14.0%	40	6.0%	6	16.3%	46	5.1%	5
Nice area / estate	10.5%	51	10.7%	40	1.9%	1	9.6%	32	7.9%	6	9.1%	26	15.0%	15	8.5%	24	9.1%	9
It's a quiet area / estate	10.5%	51	11.7%	44	5.8%	3	10.2%	34	11.8%	9	13.3%	38	8.0%	8	13.1%	37	7.1%	7
Familiarity with the area / estate	5.7%	28	6.1%	23	1.9%	1	5.7%	19	9.2%	7	4.6%	13	5.0%	5	6.0%	17	9.1%	9
Suited to my needs	4.7%	23	4.8%	18	1.9%	1	5.4%	18	3.9%	3	4.6%	13	6.0%	6	4.9%	14	2.0%	2
Good neighbours / community spirit	4.5%	22	4.5%	17	3.8%	2	5.1%	17	2.6%	2	5.3%	15	3.0%	3	4.6%	13	5.1%	5
(Don't know)	3.5%	17	3.5%	13	3.8%	2	3.6%	12	1.3%	1	4.9%	14	2.0%	2	3.5%	10	2.0%	2
Good transport links	3.1%	15	3.2%	12	0.0%	0	2.4%	8	3.9%	3	2.8%	8	3.0%	3	3.2%	9	2.0%	2
Attractive area / estate	3.1%	15	3.7%	14	0.0%	0	3.3%	11	5.3%	4	4.2%	12	3.0%	3	3.2%	9	3.0%	3
Design of home	2.9%	14	2.7%	10	1.9%	1	3.6%	12	0.0%	0	1.8%	5	5.0%	5	3.2%	9	2.0%	2
Safe	2.3%	11	2.1%	8	3.8%	2	2.4%	8	1.3%	1	2.5%	7	1.0%	1	1.8%	5	3.0%	3
Green / open areas	1.4%	7	1.6%	6	1.9%	1	1.5%	5	0.0%	0	1.4%	4	1.0%	1	0.4%	1	3.0%	3
Nice atmosphere	1.0%	5	0.8%	3	0.0%	0	1.5%	5	0.0%	0	1.1%	3	0.0%	0	1.1%	3	1.0%	1
Good sized property	0.8%	4	0.8%	3	1.9%	1	1.2%	4	0.0%	0	0.4%	1	2.0%	2	0.4%	1	2.0%	2
Garden space	0.4%	2	0.5%	2	0.0%	0	0.3%	1	1.3%	1	0.0%	0	1.0%	1	0.0%	0	2.0%	2
Good accessibility	0.4%	2	0.5%	2	0.0%	0	0.6%	2	0.0%	0	0.0%	0	0.0%	0	0.4%	1	0.0%	0
(Nothing)	9.0%	44	4.3%	16	38.5%	20	7.8%	26	19.7%	15	9.1%	26	10.0%	10	8.1%	23	11.1%	11
Base:		487		375		52		334		76		285		100		283		99

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
Q07 What do you like most about your home and your PROPERTY TYPE MENTIONED AT Q04?																		
<i>Those who answered 'an individual property, or part of one' at Q04</i>																		
Nice area / estate	14.1%	31	13.4%	25	20.0%	3	12.4%	17	16.3%	8	11.7%	13	9.3%	4	10.2%	12	16.9%	10
It's a quiet area / estate	12.3%	27	12.3%	23	6.7%	1	13.1%	18	10.2%	5	16.2%	18	4.7%	2	12.7%	15	11.9%	7
Good location	11.4%	25	11.8%	22	6.7%	1	10.9%	15	12.2%	6	12.6%	14	9.3%	4	11.9%	14	8.5%	5
Everything	10.0%	22	11.8%	22	0.0%	0	13.9%	19	6.1%	3	11.7%	13	9.3%	4	12.7%	15	8.5%	5
Central / close to amenities	8.2%	18	8.6%	16	6.7%	1	6.6%	9	10.2%	5	9.0%	10	16.3%	7	5.9%	7	10.2%	6
Design of home	5.9%	13	5.9%	11	0.0%	0	6.6%	9	8.2%	4	7.2%	8	9.3%	4	5.9%	7	5.1%	3
Suited to my needs	5.5%	12	6.4%	12	0.0%	0	7.3%	10	0.0%	0	4.5%	5	2.3%	1	8.5%	10	1.7%	1
Good neighbours / community spirit	5.0%	11	5.3%	10	6.7%	1	4.4%	6	6.1%	3	3.6%	4	2.3%	1	5.1%	6	5.1%	3
(Don't know)	3.2%	7	3.7%	7	0.0%	0	4.4%	6	2.0%	1	0.9%	1	7.0%	3	4.2%	5	3.4%	2
Attractive area / estate	2.7%	6	2.7%	5	6.7%	1	1.5%	2	2.0%	1	2.7%	3	0.0%	0	2.5%	3	3.4%	2
Nice atmosphere	2.7%	6	1.6%	3	13.3%	2	3.7%	5	2.0%	1	3.6%	4	2.3%	1	4.2%	5	1.7%	1
Familiarity with the area / estate	2.7%	6	2.7%	5	0.0%	0	2.2%	3	2.0%	1	0.0%	0	7.0%	3	1.7%	2	5.1%	3
Garden space	2.7%	6	1.6%	3	6.7%	1	1.5%	2	4.1%	2	2.7%	3	0.0%	0	1.7%	2	5.1%	3
Good transport links	2.7%	6	3.2%	6	0.0%	0	0.7%	1	8.2%	4	1.8%	2	7.0%	3	2.5%	3	1.7%	1
Green / open areas	2.3%	5	2.7%	5	0.0%	0	2.9%	4	2.0%	1	2.7%	3	4.7%	2	3.4%	4	1.7%	1
Safe	0.9%	2	1.1%	2	0.0%	0	1.5%	2	0.0%	0	0.0%	0	2.3%	1	0.8%	1	0.0%	0
Good sized property	0.9%	2	0.0%	0	13.3%	2	0.0%	0	4.1%	2	0.9%	1	0.0%	0	0.0%	0	1.7%	1
Good accessibility	0.5%	1	0.5%	1	0.0%	0	0.7%	1	0.0%	0	0.9%	1	0.0%	0	0.8%	1	0.0%	0
(Nothing)	6.4%	14	4.8%	9	13.3%	2	5.8%	8	4.1%	2	7.2%	8	7.0%	3	5.1%	6	8.5%	5
Base:		220		187		15		137		49		111		43		118		59

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live:		Where I live:		Quality of home:		Quality of home:		Quality of shared space:		Quality of shared space:		Quality of housing services:		Quality of housing services:		
		Satisfied (Q06)	Dissatisfied (Q06)	Satisfied (Q09)	Dissatisfied (Q09)	Satisfied (Q09)	Dissatisfied (Q09)	Satisfied (Q13)	Dissatisfied (Q13)	Satisfied (Q13)	Dissatisfied (Q13)	Satisfied (Q17)	Dissatisfied (Q17)	Satisfied (Q17)	Dissatisfied (Q17)			
Q07 What do you like most about your home and your PROPERTY TYPE MENTIONED AT Q04?																		
<i>Those who mentioned 'sheltered accommodation' at Q04</i>																		
Good location	16.3%	7	15.4%	6	0.0%	0	16.7%	6	0.0%	0	16.2%	6	100.0%	1	12.8%	5	100.0%	1
Suited to my needs	14.0%	6	15.4%	6	0.0%	0	11.1%	4	0.0%	0	13.5%	5	0.0%	0	12.8%	5	0.0%	0
Attractive area / estate	11.6%	5	12.8%	5	0.0%	0	13.9%	5	0.0%	0	13.5%	5	0.0%	0	12.8%	5	0.0%	0
It's a quiet area / estate	9.3%	4	10.3%	4	0.0%	0	8.3%	3	50.0%	1	10.8%	4	0.0%	0	10.3%	4	0.0%	0
Nice area / estate	7.0%	3	5.1%	2	33.3%	1	8.3%	3	0.0%	0	8.1%	3	0.0%	0	7.7%	3	0.0%	0
Safe	7.0%	3	7.7%	3	0.0%	0	8.3%	3	0.0%	0	2.7%	1	0.0%	0	7.7%	3	0.0%	0
Good neighbours / community spirit	7.0%	3	7.7%	3	0.0%	0	2.8%	1	50.0%	1	8.1%	3	0.0%	0	7.7%	3	0.0%	0
Everything	7.0%	3	7.7%	3	0.0%	0	8.3%	3	0.0%	0	8.1%	3	0.0%	0	7.7%	3	0.0%	0
Nice atmosphere	4.7%	2	5.1%	2	0.0%	0	5.6%	2	0.0%	0	5.4%	2	0.0%	0	5.1%	2	0.0%	0
Familiarity with the area / estate	2.3%	1	2.6%	1	0.0%	0	2.8%	1	0.0%	0	2.7%	1	0.0%	0	0.0%	0	0.0%	0
Central / close to amenities	2.3%	1	2.6%	1	0.0%	0	2.8%	1	0.0%	0	0.0%	0	0.0%	0	2.6%	1	0.0%	0
Green / open areas	2.3%	1	2.6%	1	0.0%	0	0.0%	0	0.0%	0	2.7%	1	0.0%	0	2.6%	1	0.0%	0
(Don't know)	2.3%	1	2.6%	1	0.0%	0	2.8%	1	0.0%	0	2.7%	1	0.0%	0	2.6%	1	0.0%	0
Nothing)	7.0%	3	2.6%	1	66.7%	2	8.3%	3	0.0%	0	5.4%	2	0.0%	0	7.7%	3	0.0%	0
Base:		43		39		3		36		2		37		1		39		1

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
Q07 What do you like most about your home and your PROPERTY TYPE MENTIONED AT Q04?																		
<i>All respondents</i>																		
Good location	12.3%	92	12.3%	74	11.4%	8	10.8%	55	13.4%	17	11.8%	51	14.6%	21	11.4%	50	14.5%	23
Nice area / estate	11.3%	85	11.1%	67	7.1%	5	10.3%	52	11.0%	14	9.7%	42	13.2%	19	8.9%	39	12.0%	19
It's a quiet area / estate	10.9%	82	11.8%	71	5.7%	4	10.8%	55	11.8%	15	13.9%	60	6.9%	10	12.7%	56	8.8%	14
Central / close to amenities	10.8%	81	10.3%	62	14.3%	10	9.9%	50	10.2%	13	9.0%	39	13.9%	20	8.6%	38	12.6%	20
Everything	10.5%	79	13.0%	78	1.4%	1	13.4%	68	6.3%	8	12.9%	56	6.9%	10	14.5%	64	6.3%	10
Suited to my needs	5.5%	41	6.0%	36	1.4%	1	6.3%	32	2.4%	3	5.3%	23	4.9%	7	6.6%	29	1.9%	3
Good neighbours / community spirit	4.8%	36	5.0%	30	4.3%	3	4.7%	24	4.7%	6	5.1%	22	2.8%	4	5.0%	22	5.0%	8
Familiarity with the area / estate	4.7%	35	4.8%	29	1.4%	1	4.5%	23	6.3%	8	3.2%	14	5.6%	8	4.3%	19	7.5%	12
Design of home	3.6%	27	3.5%	21	1.4%	1	4.1%	21	3.2%	4	3.0%	13	6.3%	9	3.6%	16	3.1%	5
Attractive area / estate (Don't know)	3.3%	25	3.5%	21	2.9%	2	3.7%	19	1.6%	2	3.7%	16	3.5%	5	3.6%	16	2.5%	4
Good transport links	2.8%	21	3.0%	18	0.0%	0	1.8%	9	5.5%	7	2.3%	10	4.2%	6	2.7%	12	1.9%	3
Safe	2.1%	16	2.2%	13	2.9%	2	2.6%	13	0.8%	1	1.8%	8	1.4%	2	2.0%	9	1.9%	3
Green / open areas	1.7%	13	2.0%	12	1.4%	1	1.8%	9	0.8%	1	1.8%	8	2.1%	3	1.4%	6	2.5%	4
Nice atmosphere	1.7%	13	1.3%	8	2.9%	2	2.4%	12	0.8%	1	2.1%	9	0.7%	1	2.3%	10	1.3%	2
Garden space	1.1%	8	0.8%	5	1.4%	1	0.6%	3	2.4%	3	0.7%	3	0.7%	1	0.5%	2	3.1%	5
Good sized property	0.8%	6	0.5%	3	4.3%	3	0.8%	4	1.6%	2	0.5%	2	1.4%	2	0.2%	1	1.9%	3
Good accessibility	0.4%	3	0.5%	3	0.0%	0	0.6%	3	0.0%	0	0.2%	1	0.0%	0	0.5%	2	0.0%	0
(Nothing)	8.1%	61	4.3%	26	34.3%	24	7.3%	37	13.4%	17	8.3%	36	9.0%	13	7.3%	32	10.1%	16
Base:		750		601		70		507		127		433		144		440		159

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
Q08 What do you dislike most about your home and your PROPERTY TYPE MENTIONED AT Q04?	<i>Those who answered 'part of an estate' at Q04</i>																	
Dirty area / estate	5.3%	26	4.5%	17	9.6%	5	4.8%	16	3.9%	3	3.9%	11	10.0%	10	6.0%	17	3.0%	3
Noisy place to live	5.3%	26	3.5%	13	5.8%	3	3.9%	13	5.3%	4	3.5%	10	7.0%	7	3.2%	9	8.1%	8
Poor estate maintenance	4.7%	23	4.3%	16	9.6%	5	4.2%	14	5.3%	4	3.9%	11	7.0%	7	2.8%	8	10.1%	10
Trouble with neighbours	4.3%	21	3.5%	13	5.8%	3	4.2%	14	3.9%	3	3.2%	9	4.0%	4	3.2%	9	6.1%	6
Home is too small	4.3%	21	3.2%	12	9.6%	5	1.8%	6	13.2%	10	3.9%	11	5.0%	5	3.2%	9	6.1%	6
Crime on the estate	3.7%	18	2.9%	11	9.6%	5	3.3%	11	5.3%	4	3.5%	10	5.0%	5	2.1%	6	5.1%	5
Parking issues	3.1%	15	3.2%	12	1.9%	1	2.7%	9	2.6%	2	2.8%	8	5.0%	5	3.2%	9	3.0%	3
No lifts	2.3%	11	1.6%	6	5.8%	3	2.1%	7	3.9%	3	2.8%	8	2.0%	2	3.2%	9	0.0%	0
Damp / mould	2.1%	10	1.3%	5	5.8%	3	1.2%	4	3.9%	3	2.1%	6	2.0%	2	2.1%	6	1.0%	1
Communal / shared areas	1.4%	7	1.6%	6	1.9%	1	1.8%	6	1.3%	1	1.1%	3	4.0%	4	1.1%	3	3.0%	3
Property is run-down	1.2%	6	0.8%	3	1.9%	1	0.6%	2	2.6%	2	1.4%	4	1.0%	1	0.4%	1	4.0%	4
Wider neighbourhood issues	1.0%	5	1.1%	4	1.9%	1	1.2%	4	1.3%	1	1.1%	3	1.0%	1	0.7%	2	1.0%	1
Needs modernising	1.0%	5	0.8%	3	3.8%	2	1.2%	4	1.3%	1	1.1%	3	1.0%	1	0.7%	2	2.0%	2
General home maintenance is poor or not done	1.0%	5	0.5%	2	3.8%	2	1.2%	4	1.3%	1	0.7%	2	2.0%	2	0.4%	1	2.0%	2
Faulty lift	1.0%	5	1.1%	4	0.0%	0	0.9%	3	2.6%	2	0.4%	1	2.0%	2	1.1%	3	0.0%	0
Traffic / close to a main road	0.8%	4	0.8%	3	0.0%	0	1.2%	4	0.0%	0	1.1%	3	0.0%	0	0.4%	1	1.0%	1
State of the windows	0.8%	4	0.3%	1	0.0%	0	0.6%	2	1.3%	1	1.1%	3	0.0%	0	0.7%	2	2.0%	2
Bathroom is too small	0.6%	3	0.3%	1	0.0%	0	0.6%	2	0.0%	0	0.4%	1	0.0%	0	0.7%	2	1.0%	1
Property needs adapting to my needs	0.6%	3	0.8%	3	0.0%	0	0.6%	2	0.0%	0	1.1%	3	0.0%	0	0.4%	1	1.0%	1
Everything	0.6%	3	0.3%	1	3.8%	2	0.3%	1	1.3%	1	0.4%	1	0.0%	0	0.4%	1	2.0%	2
Too far from public transport links	0.6%	3	0.8%	3	0.0%	0	0.6%	2	1.3%	1	0.7%	2	1.0%	1	1.1%	3	0.0%	0
Too high up	0.6%	3	0.0%	0	3.8%	2	0.0%	0	2.6%	2	0.7%	2	1.0%	1	0.4%	1	2.0%	2
Not central enough	0.4%	2	0.3%	1	1.9%	1	0.6%	2	0.0%	0	0.4%	1	0.0%	0	0.0%	0	1.0%	1
Kitchen is too small	0.4%	2	0.3%	1	0.0%	0	0.3%	1	1.3%	1	0.4%	1	1.0%	1	0.4%	1	1.0%	1
Rent is too high	0.4%	2	0.5%	2	0.0%	0	0.3%	1	0.0%	0	0.4%	1	0.0%	0	0.4%	1	0.0%	0
Lack of green areas for children to play	0.2%	1	0.3%	1	0.0%	0	0.0%	0	1.3%	1	0.4%	1	0.0%	0	0.4%	1	0.0%	0
Lack of a garden	0.2%	1	0.3%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.4%	1	0.0%	0
Not secure enough	0.2%	1	0.3%	1	0.0%	0	0.3%	1	0.0%	0	0.4%	1	0.0%	0	0.4%	1	0.0%	0
Dislike décor	0.2%	1	0.3%	1	0.0%	0	0.3%	1	0.0%	0	0.4%	1	0.0%	0	0.4%	1	0.0%	0
(Nothing)	48.0%	234	57.6%	216	9.6%	5	56.3%	188	27.6%	21	53.3%	152	39.0%	39	57.6%	163	31.3%	31
(Don't know)	3.3%	16	3.2%	12	3.8%	2	3.3%	11	3.9%	3	4.6%	13	0.0%	0	3.2%	9	3.0%	3
Base:		487		375		52		334		76		285		100		283		99

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
Q08 What do you dislike most about your home and your PROPERTY TYPE MENTIONED AT Q04?	<i>Those who answered 'an individual property, or part of one' at Q04</i>																	
Noisy place to live	7.3%	16	4.3%	8	20.0%	3	5.8%	8	4.1%	2	4.5%	5	4.7%	2	5.9%	7	10.2%	6
Dirty area / estate	5.9%	13	5.9%	11	6.7%	1	3.7%	5	8.2%	4	3.6%	4	9.3%	4	4.2%	5	6.8%	4
Home is too small	5.5%	12	4.3%	8	20.0%	3	5.1%	7	10.2%	5	5.4%	6	2.3%	1	5.9%	7	3.4%	2
Trouble with neighbours	3.2%	7	2.1%	4	13.3%	2	3.7%	5	2.0%	1	4.5%	5	2.3%	1	2.5%	3	6.8%	4
Poor estate maintenance	2.7%	6	3.2%	6	0.0%	0	2.2%	3	2.0%	1	1.8%	2	2.3%	1	2.5%	3	3.4%	2
Needs modernising	2.3%	5	2.7%	5	0.0%	0	1.5%	2	4.1%	2	2.7%	3	2.3%	1	2.5%	3	0.0%	0
Kitchen is too small	2.3%	5	1.1%	2	6.7%	1	2.2%	3	4.1%	2	1.8%	2	4.7%	2	3.4%	4	1.7%	1
Property is run-down	1.8%	4	1.6%	3	6.7%	1	0.7%	1	6.1%	3	2.7%	3	0.0%	0	1.7%	2	3.4%	2
Traffic / close to a main road	1.8%	4	2.1%	4	0.0%	0	1.5%	2	4.1%	2	1.8%	2	0.0%	0	2.5%	3	1.7%	1
General home maintenance is poor or not done	1.4%	3	1.1%	2	0.0%	0	0.7%	1	0.0%	0	0.9%	1	2.3%	1	1.7%	2	0.0%	0
No lifts	1.4%	3	1.6%	3	0.0%	0	1.5%	2	0.0%	0	1.8%	2	2.3%	1	0.0%	0	0.0%	0
Damp / mould	1.4%	3	1.1%	2	0.0%	0	1.5%	2	2.0%	1	0.9%	1	2.3%	1	0.8%	1	3.4%	2
Bathroom is too small	0.9%	2	1.1%	2	0.0%	0	0.7%	1	0.0%	0	1.8%	2	0.0%	0	0.8%	1	1.7%	1
Wider neighbourhood issues	0.9%	2	1.1%	2	0.0%	0	0.0%	0	2.0%	1	0.9%	1	2.3%	1	0.0%	0	3.4%	2
Communal / shared areas	0.9%	2	0.5%	1	6.7%	1	1.5%	2	0.0%	0	1.8%	2	0.0%	0	0.0%	0	3.4%	2
Property needs adapting to my needs	0.9%	2	1.1%	2	0.0%	0	1.5%	2	0.0%	0	0.9%	1	0.0%	0	0.8%	1	0.0%	0
Lack of a garden	0.9%	2	0.5%	1	0.0%	0	0.7%	1	0.0%	0	0.0%	0	0.0%	0	0.8%	1	0.0%	0
Rent is too high	0.5%	1	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.9%	1	0.0%	0	0.0%	0	1.7%	1
Parking issues	0.5%	1	0.5%	1	0.0%	0	0.7%	1	0.0%	0	0.0%	0	2.3%	1	0.8%	1	0.0%	0
Faulty lift	0.5%	1	0.5%	1	0.0%	0	0.7%	1	0.0%	0	0.0%	0	2.3%	1	0.8%	1	0.0%	0
Lack of green areas for children to play	0.5%	1	0.5%	1	0.0%	0	0.7%	1	0.0%	0	0.9%	1	0.0%	0	0.0%	0	1.7%	1
State of the windows	0.5%	1	0.5%	1	0.0%	0	0.7%	1	0.0%	0	0.9%	1	0.0%	0	0.8%	1	0.0%	0
Crime on the estate (Nothing)	51.8%	114	58.3%	109	13.3%	2	59.9%	82	36.7%	18	55.0%	61	51.2%	22	59.3%	70	35.6%	21
(Don't know)	4.1%	9	3.7%	7	6.7%	1	2.2%	3	12.2%	6	3.6%	4	7.0%	3	1.7%	2	10.2%	6
Base:		220		187		15		137		49		111		43		118		59

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live:		Where I live:		Quality of home:		Quality of home:		Quality of shared space:		Quality of shared space:		Quality of housing services:		Quality of housing services:		
		Satisfied	Dissatisfied	Satisfied	Dissatisfied	Satisfied	Dissatisfied	Satisfied	Dissatisfied	Satisfied	Dissatisfied	Satisfied	Dissatisfied	Satisfied	Dissatisfied	Satisfied	Dissatisfied	
		(Q06)	(Q06)	(Q09)	(Q09)	(Q09)	(Q09)	(Q13)	(Q13)	(Q13)	(Q13)	(Q17)	(Q17)	(Q17)	(Q17)	(Q17)	(Q17)	
Q08 What do you dislike most about your home and your PROPERTY TYPE MENTIONED AT Q04?																		
<i>Those who mentioned 'sheltered accommodation' at Q04</i>																		
Home is too small	4.7%	2	5.1%	2	0.0%	0	2.8%	1	50.0%	1	5.4%	2	0.0%	0	5.1%	2	0.0%	0
Communal / shared areas	4.7%	2	5.1%	2	0.0%	0	5.6%	2	0.0%	0	2.7%	1	0.0%	0	5.1%	2	0.0%	0
Parking issues	4.7%	2	2.6%	1	33.3%	1	5.6%	2	0.0%	0	2.7%	1	0.0%	0	5.1%	2	0.0%	0
Poor estate maintenance	2.3%	1	2.6%	1	0.0%	0	2.8%	1	0.0%	0	2.7%	1	0.0%	0	2.6%	1	0.0%	0
Needs modernising	2.3%	1	0.0%	0	33.3%	1	2.8%	1	0.0%	0	2.7%	1	0.0%	0	2.6%	1	0.0%	0
Noisy place to live	2.3%	1	2.6%	1	0.0%	0	2.8%	1	0.0%	0	2.7%	1	0.0%	0	0.0%	0	0.0%	0
No lifts	2.3%	1	0.0%	0	33.3%	1	2.8%	1	0.0%	0	2.7%	1	0.0%	0	2.6%	1	0.0%	0
(Nothing)	76.7%	33	82.1%	32	0.0%	0	75.0%	27	50.0%	1	78.4%	29	100.0%	1	76.9%	30	100.0%	1
Base:		43		39		3		36		2		37		1		39		1

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
Q08 What do you dislike most about your home and your PROPERTY TYPE MENTIONED AT Q04?	<i>All respondents</i>																	
Noisy place to live	5.7%	43	3.7%	22	8.6%	6	4.3%	22	4.7%	6	3.7%	16	6.3%	9	3.6%	16	8.8%	14
Dirty area / estate	5.2%	39	4.7%	28	8.6%	6	4.1%	21	5.5%	7	3.5%	15	9.7%	14	5.0%	22	4.4%	7
Home is too small	4.7%	35	3.7%	22	11.4%	8	2.8%	14	12.6%	16	4.4%	19	4.2%	6	4.1%	18	5.0%	8
Poor estate maintenance	4.0%	30	3.8%	23	7.1%	5	3.6%	18	3.9%	5	3.2%	14	5.6%	8	2.7%	12	7.5%	12
Trouble with neighbours	3.7%	28	2.8%	17	7.1%	5	3.7%	19	3.2%	4	3.2%	14	3.5%	5	2.7%	12	6.3%	10
Crime on the estate	2.5%	19	2.0%	12	7.1%	5	2.4%	12	3.2%	4	2.5%	11	3.5%	5	1.6%	7	3.1%	5
Parking issues	2.4%	18	2.3%	14	2.9%	2	2.4%	12	1.6%	2	2.1%	9	4.2%	6	2.7%	12	1.9%	3
No lifts	2.0%	15	1.5%	9	5.7%	4	2.0%	10	2.4%	3	2.5%	11	2.1%	3	2.3%	10	0.0%	0
Damp / mould	1.7%	13	1.2%	7	4.3%	3	1.2%	6	3.2%	4	1.6%	7	2.1%	3	1.6%	7	1.9%	3
Communal / shared areas	1.5%	11	1.5%	9	2.9%	2	2.0%	10	0.8%	1	1.4%	6	2.8%	4	1.1%	5	3.1%	5
Needs modernising	1.5%	11	1.3%	8	4.3%	3	1.4%	7	2.4%	3	1.6%	7	1.4%	2	1.4%	6	1.3%	2
Property is run-down	1.3%	10	1.0%	6	2.9%	2	0.6%	3	3.9%	5	1.6%	7	0.7%	1	0.7%	3	3.8%	6
Traffic / close to a main road	1.1%	8	1.2%	7	0.0%	0	1.2%	6	1.6%	2	1.2%	5	0.0%	0	0.9%	4	1.3%	2
General home maintenance is poor or not done	1.1%	8	0.7%	4	2.9%	2	1.0%	5	0.8%	1	0.7%	3	2.1%	3	0.7%	3	1.3%	2
Kitchen is too small	0.9%	7	0.5%	3	1.4%	1	0.8%	4	2.4%	3	0.7%	3	2.1%	3	1.1%	5	1.3%	2
Wider neighbourhood issues	0.9%	7	1.0%	6	1.4%	1	0.8%	4	1.6%	2	0.9%	4	1.4%	2	0.5%	2	1.9%	3
Faulty lift	0.8%	6	0.8%	5	0.0%	0	0.8%	4	1.6%	2	0.2%	1	2.1%	3	0.9%	4	0.0%	0
State of the windows	0.7%	5	0.3%	2	0.0%	0	0.4%	2	1.6%	2	0.9%	4	0.0%	0	0.5%	2	1.9%	3
Bathroom is too small	0.7%	5	0.5%	3	0.0%	0	0.6%	3	0.0%	0	0.7%	3	0.0%	0	0.7%	3	1.3%	2
Property needs adapting to my needs	0.7%	5	0.8%	5	0.0%	0	0.8%	4	0.0%	0	0.9%	4	0.0%	0	0.5%	2	0.6%	1
Everything	0.4%	3	0.2%	1	2.9%	2	0.2%	1	0.8%	1	0.2%	1	0.0%	0	0.2%	1	1.3%	2
Too high up	0.4%	3	0.0%	0	2.9%	2	0.0%	0	1.6%	2	0.5%	2	0.7%	1	0.2%	1	1.3%	2
Lack of a garden	0.4%	3	0.3%	2	0.0%	0	0.2%	1	0.8%	1	0.0%	0	0.0%	0	0.5%	2	0.0%	0
Too far from public transport links	0.4%	3	0.5%	3	0.0%	0	0.4%	2	0.8%	1	0.5%	2	0.7%	1	0.7%	3	0.0%	0
Rent is too high	0.4%	3	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.5%	2	0.0%	0	0.2%	1	0.6%	1
Lack of green areas for children to play	0.3%	2	0.3%	2	0.0%	0	0.2%	1	0.8%	1	0.5%	2	0.0%	0	0.2%	1	0.6%	1
Not central enough	0.3%	2	0.2%	1	1.4%	1	0.4%	2	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.6%	1
Not secure enough	0.1%	1	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.2%	1	0.0%	0
Dislike décor	0.1%	1	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0
(Nothing)	50.8%	381	59.4%	357	10.0%	7	58.6%	297	31.5%	40	55.9%	242	43.1%	62	59.8%	263	33.3%	53
(Don't know)	3.3%	25	3.2%	19	4.3%	3	2.8%	14	7.1%	9	3.9%	17	2.1%	3	2.5%	11	5.7%	9
Base:		750		601		70		507		127		433		144		440		159

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

Total	Where I live:		Where I live:		Quality of home:		Quality of home:		Quality of shared space:		Quality of shared space:		Quality of housing services:		Quality of housing services:	
	Satisfied	Dissatisfied	Satisfied	Dissatisfied	Satisfied	Dissatisfied	Satisfied	Dissatisfied	Satisfied	Dissatisfied	Satisfied	Dissatisfied	Satisfied	Dissatisfied	Satisfied	Dissatisfied
	(Q06)	(Q06)	(Q09)	(Q09)	(Q09)	(Q09)	(Q13)	(Q13)	(Q13)	(Q13)	(Q17)	(Q17)	(Q17)	(Q17)	(Q17)	(Q17)

Mean score: [Very satisfied = 2, Satisfied = 1, Neither = 0, Dissatisfied = -1, Very dissatisfied = -2]

Q09 How satisfied or dissatisfied are you with the quality (i.e. physical condition) of your home, both inside and outside? [PR]

Very satisfied	32.7%	245	37.9%	228	8.6%	6	48.3%	245	0.0%	0	39.0%	169	21.5%	31	41.8%	184	12.0%	19
Satisfied	34.9%	262	36.9%	222	25.7%	18	51.7%	262	0.0%	0	35.8%	155	32.6%	47	38.0%	167	28.9%	46
Neither satisfied nor dissatisfied	15.5%	116	11.6%	70	17.1%	12	0.0%	0	0.0%	0	11.8%	51	20.1%	29	10.7%	47	21.4%	34
Dissatisfied	11.3%	85	9.0%	54	31.4%	22	0.0%	0	66.9%	85	9.0%	39	18.8%	27	7.3%	32	22.0%	35
Very dissatisfied	5.6%	42	4.5%	27	17.1%	12	0.0%	0	33.1%	42	4.4%	19	6.9%	10	2.3%	10	15.7%	25
Mean:		0.78		0.95		-0.23		1.48		-1.33		0.96		0.43		1.10		-0.01
Base:		750		601		70		507		127		433		144		440		159

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
Q10 What do you like most about the quality / physical condition of your home?																		
Everything - it's fine	28.1%	211	32.4%	195	7.1%	5	36.3%	184	11.0%	14	31.2%	135	21.5%	31	35.2%	155	18.2%	29
Just the right sized property	12.4%	93	12.1%	73	10.0%	7	10.5%	53	12.6%	16	9.5%	41	13.2%	19	10.5%	46	13.8%	22
Well decorated	8.3%	62	8.0%	48	5.7%	4	9.5%	48	6.3%	8	8.3%	36	8.3%	12	7.0%	31	6.9%	11
Good design	7.5%	56	7.5%	45	5.7%	4	7.9%	40	1.6%	2	7.2%	31	7.6%	11	9.1%	40	3.1%	5
Clean & tidy	2.9%	22	3.2%	19	0.0%	0	3.6%	18	1.6%	2	4.2%	18	1.4%	2	3.0%	13	1.9%	3
Has character	1.6%	12	1.5%	9	1.4%	1	1.6%	8	0.8%	1	1.4%	6	2.1%	3	1.6%	7	1.3%	2
Good atmosphere	1.6%	12	1.7%	10	0.0%	0	2.0%	10	0.0%	0	2.3%	10	1.4%	2	1.8%	8	1.9%	3
Good heating	1.5%	11	1.8%	11	0.0%	0	2.0%	10	0.0%	0	0.9%	4	1.4%	2	1.1%	5	2.5%	4
Garden space	1.5%	11	1.8%	11	0.0%	0	2.0%	10	0.8%	1	1.6%	7	0.7%	1	1.4%	6	1.3%	2
Solid building	1.1%	8	1.2%	7	1.4%	1	1.0%	5	1.6%	2	0.9%	4	0.7%	1	1.1%	5	1.3%	2
Kitchen	1.1%	8	1.0%	6	1.4%	1	0.6%	3	2.4%	3	0.7%	3	2.1%	3	0.9%	4	1.3%	2
In a quiet area	0.9%	7	1.0%	6	1.4%	1	1.0%	5	0.0%	0	1.4%	6	0.7%	1	1.6%	7	0.0%	0
Comfortable living space	0.9%	7	1.2%	7	0.0%	0	0.6%	3	2.4%	3	1.4%	6	0.0%	0	0.9%	4	0.6%	1
In a good area	0.9%	7	0.8%	5	2.9%	2	0.8%	4	1.6%	2	0.7%	3	2.1%	3	1.1%	5	0.0%	0
Windows	0.9%	7	1.2%	7	0.0%	0	1.2%	6	0.0%	0	1.2%	5	0.7%	1	0.5%	2	1.3%	2
Safe / secure	0.8%	6	0.8%	5	0.0%	0	1.0%	5	0.0%	0	1.4%	6	0.0%	0	1.4%	6	0.0%	0
Well maintained	0.8%	6	0.7%	4	1.4%	1	1.2%	6	0.0%	0	0.2%	1	1.4%	2	0.7%	3	1.3%	2
New heating system	0.7%	5	0.5%	3	2.9%	2	0.4%	2	1.6%	2	0.9%	4	0.7%	1	0.9%	4	0.6%	1
Well suited to my needs	0.7%	5	0.5%	3	2.9%	2	0.8%	4	0.0%	0	0.2%	1	0.7%	1	0.5%	2	0.6%	1
Good layout	0.5%	4	0.3%	2	2.9%	2	0.6%	3	0.8%	1	0.2%	1	1.4%	2	0.7%	3	0.0%	0
Good accessibility	0.4%	3	0.5%	3	0.0%	0	0.2%	1	0.8%	1	0.0%	0	0.0%	0	0.2%	1	0.6%	1
Familiarity with the property	0.4%	3	0.5%	3	0.0%	0	0.4%	2	0.8%	1	0.5%	2	0.7%	1	0.5%	2	0.6%	1
Well lit	0.4%	3	0.3%	2	1.4%	1	0.6%	3	0.0%	0	0.5%	2	0.7%	1	0.2%	1	1.3%	2
Modern	0.4%	3	0.5%	3	0.0%	0	0.6%	3	0.0%	0	0.5%	2	0.0%	0	0.7%	3	0.0%	0
All on one floor	0.4%	3	0.5%	3	0.0%	0	0.4%	2	0.0%	0	0.5%	2	0.7%	1	0.5%	2	0.6%	1
Bathroom	0.3%	2	0.0%	0	2.9%	2	0.2%	1	0.8%	1	0.0%	0	0.7%	1	0.5%	2	0.0%	0
Sound proofed	0.3%	2	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.6%	1
Near everything I need	0.1%	1	0.0%	0	0.0%	0	0.0%	0	0.8%	1	0.2%	1	0.0%	0	0.0%	0	0.6%	1
Nice and open	0.1%	1	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0
(Nothing)	16.1%	121	11.5%	69	44.3%	31	7.5%	38	46.5%	59	15.5%	67	20.8%	30	11.1%	49	28.9%	46
(Don't know)	6.4%	48	6.7%	40	4.3%	3	5.5%	28	5.5%	7	6.2%	27	8.3%	12	5.0%	22	8.8%	14
Base:		750		601		70		507		127		433		144		440		159

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
Q11 What do you dislike most about the quality / physical condition of your home?																		
Windows need updating	5.6%	42	4.3%	26	10.0%	7	2.8%	14	11.8%	15	5.3%	23	7.6%	11	4.3%	19	7.5%	12
Poorly maintained	5.2%	39	4.3%	26	10.0%	7	3.0%	15	11.8%	15	3.5%	15	7.6%	11	3.0%	13	12.6%	20
Damp / mould	5.1%	38	4.8%	29	4.3%	3	2.6%	13	13.4%	17	5.3%	23	5.6%	8	4.3%	19	7.5%	12
Too small	3.7%	28	2.8%	17	7.1%	5	2.6%	13	5.5%	7	3.5%	15	4.2%	6	3.2%	14	4.4%	7
Needs decorating	3.2%	24	3.7%	22	2.9%	2	3.0%	15	2.4%	3	3.5%	15	3.5%	5	4.5%	20	1.9%	3
Property has leaks	2.9%	22	2.8%	17	2.9%	2	1.2%	6	7.1%	9	2.5%	11	2.1%	3	1.6%	7	4.4%	7
Heating system / insulation needs updating	2.5%	19	2.5%	15	2.9%	2	3.0%	15	1.6%	2	2.5%	11	3.5%	5	1.8%	8	3.1%	5
Walls need sound proofing, too noisy	1.7%	13	1.5%	9	1.4%	1	1.6%	8	1.6%	2	1.2%	5	2.1%	3	1.4%	6	3.1%	5
Cracked walls	1.7%	13	1.7%	10	2.9%	2	1.0%	5	3.2%	4	1.2%	5	2.1%	3	0.9%	4	3.8%	6
Exterior isn't maintained	1.7%	13	2.0%	12	0.0%	0	1.0%	5	3.2%	4	1.6%	7	2.8%	4	1.4%	6	1.3%	2
Kitchen is too small	1.5%	11	1.2%	7	2.9%	2	1.0%	5	2.4%	3	0.7%	3	2.8%	4	1.6%	7	1.9%	3
Kitchen needs updating / repairing	1.5%	11	1.2%	7	4.3%	3	1.2%	6	2.4%	3	1.2%	5	1.4%	2	1.6%	7	0.6%	1
Rooms are too small	1.3%	10	1.3%	8	1.4%	1	1.0%	5	2.4%	3	0.9%	4	2.1%	3	1.6%	7	0.0%	0
Need modernising	1.3%	10	1.3%	8	1.4%	1	0.6%	3	2.4%	3	1.2%	5	1.4%	2	0.7%	3	1.3%	2
Property is always cold	1.1%	8	1.0%	6	0.0%	0	1.0%	5	1.6%	2	0.9%	4	1.4%	2	0.9%	4	2.5%	4
No cleaning is done / Dirty areas	0.9%	7	0.8%	5	1.4%	1	0.6%	3	1.6%	2	0.5%	2	1.4%	2	0.7%	3	1.3%	2
Doors aren't maintained	0.9%	7	1.2%	7	0.0%	0	0.6%	3	2.4%	3	0.7%	3	0.0%	0	1.1%	5	0.0%	0
Bathroom needs updating	0.9%	7	0.7%	4	2.9%	2	0.8%	4	1.6%	2	0.7%	3	1.4%	2	1.4%	6	0.6%	1
No lifts	0.8%	6	0.7%	4	1.4%	1	1.0%	5	0.0%	0	1.4%	6	0.0%	0	0.9%	4	0.0%	0
Lack of storage	0.7%	5	0.5%	3	2.9%	2	0.0%	0	2.4%	3	0.5%	2	0.7%	1	0.5%	2	1.3%	2
Bathroom needs repairing	0.5%	4	0.7%	4	0.0%	0	0.4%	2	1.6%	2	0.9%	4	0.0%	0	0.5%	2	1.3%	2
Lift often breaks	0.4%	3	0.2%	1	2.9%	2	0.2%	1	1.6%	2	0.2%	1	1.4%	2	0.2%	1	0.6%	1
Floors aren't level	0.4%	3	0.5%	3	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.5%	2	0.0%	0
No shower	0.3%	2	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.7%	1	0.5%	2	0.0%	0
Other	0.3%	2	0.2%	1	1.4%	1	0.2%	1	0.0%	0	0.5%	2	0.0%	0	0.5%	2	0.0%	0
Not enough light is let into the rooms	0.3%	2	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.5%	2	0.0%	0	0.5%	2	0.0%	0
Needs rewiring	0.1%	1	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0
Guttering needs seeing to	0.1%	1	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.2%	1	0.0%	0
Not enough toilets	0.1%	1	0.0%	0	1.4%	1	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.2%	1	0.0%	0
(Nothing)	48.5%	364	53.2%	320	24.3%	17	65.3%	331	9.4%	12	54.5%	236	41.0%	59	56.4%	248	30.2%	48
(Don't know)	4.5%	34	4.2%	25	7.1%	5	3.6%	18	7.1%	9	4.2%	18	3.5%	5	3.2%	14	8.8%	14
Base:		750		601		70		507		127		433		144		440		159

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	Total	Where I live:		Where I live:		Quality of home:		Quality of home:		Quality of shared space:		Quality of shared space:		Quality of housing services:		Quality of housing services:		
		Satisfied (Q06)	Dissatisfied (Q06)	Satisfied (Q06)	Dissatisfied (Q06)	Satisfied (Q09)	Dissatisfied (Q09)	Satisfied (Q09)	Dissatisfied (Q09)	Satisfied (Q13)	Dissatisfied (Q13)	Satisfied (Q13)	Dissatisfied (Q13)	Satisfied (Q17)	Dissatisfied (Q17)	Satisfied (Q17)	Dissatisfied (Q17)	
Q12 What improvement(s) would you most like to see to the quality / physical condition of your home? [MR]																		
Double glazing / new windows	8.4%	63	7.8%	47	11.4%	8	5.7%	29	15.0%	19	7.2%	31	11.1%	16	6.8%	30	10.1%	16
Repair damp / damp-proofing	4.8%	36	4.3%	26	5.7%	4	1.8%	9	13.4%	17	5.1%	22	4.9%	7	4.3%	19	6.3%	10
Better overall maintenance and repairs	4.4%	33	3.5%	21	10.0%	7	1.4%	7	11.0%	14	2.8%	12	5.6%	8	3.0%	13	9.4%	15
Fix leaks	3.9%	29	2.8%	17	5.7%	4	2.4%	12	8.7%	11	2.3%	10	6.3%	9	2.5%	11	7.5%	12
Updated bathroom	3.7%	28	3.8%	23	5.7%	4	3.2%	16	6.3%	8	4.4%	19	2.1%	3	3.9%	17	5.0%	8
Update kitchen	3.3%	25	3.0%	18	10.0%	7	3.0%	15	5.5%	7	3.5%	15	3.5%	5	3.6%	16	1.9%	3
Improved heating system	3.3%	25	3.2%	19	1.4%	1	3.2%	16	4.7%	6	3.2%	14	3.5%	5	3.4%	15	3.1%	5
Update décor	3.2%	24	3.5%	21	1.4%	1	2.8%	14	3.9%	5	3.5%	15	3.5%	5	3.4%	15	3.8%	6
Bigger property	1.5%	11	1.3%	8	2.9%	2	1.0%	5	3.9%	5	1.2%	5	1.4%	2	0.7%	3	1.9%	3
Bigger kitchen	1.5%	11	1.0%	6	2.9%	2	1.0%	5	2.4%	3	0.7%	3	1.4%	2	1.6%	7	0.6%	1
Repair ceilings	1.5%	11	1.7%	10	1.4%	1	1.0%	5	1.6%	2	1.2%	5	0.7%	1	1.1%	5	3.1%	5
Repair walls	1.3%	10	1.3%	8	1.4%	1	1.0%	5	2.4%	3	0.9%	4	1.4%	2	1.4%	6	1.9%	3
Soundproofing	1.3%	10	0.8%	5	4.3%	3	1.2%	6	0.8%	1	0.9%	4	2.1%	3	0.9%	4	2.5%	4
Insulation	1.2%	9	1.2%	7	2.9%	2	0.6%	3	3.9%	5	1.2%	5	1.4%	2	0.2%	1	3.8%	6
Better floors	1.1%	8	0.8%	5	2.9%	2	0.8%	4	1.6%	2	1.4%	6	0.7%	1	0.7%	3	1.9%	3
Fix roof	1.1%	8	1.3%	8	0.0%	0	0.6%	3	1.6%	2	0.9%	4	2.1%	3	0.5%	2	1.9%	3
External repairs	1.1%	8	1.0%	6	0.0%	0	0.4%	2	0.8%	1	0.9%	4	0.0%	0	0.9%	4	1.3%	2
Install a lift	1.1%	8	0.3%	2	4.3%	3	0.8%	4	0.0%	0	1.4%	6	0.0%	0	0.9%	4	1.3%	2
Install a shower	1.1%	8	1.2%	7	0.0%	0	1.2%	6	0.0%	0	0.9%	4	1.4%	2	0.7%	3	2.5%	4
Fix drainage	0.9%	7	0.8%	5	1.4%	1	0.4%	2	1.6%	2	1.2%	5	0.0%	0	0.7%	3	1.3%	2
Update doors	0.9%	7	1.2%	7	0.0%	0	0.8%	4	1.6%	2	0.9%	4	0.0%	0	0.9%	4	0.0%	0
Modernise housing	0.8%	6	0.7%	4	2.9%	2	0.4%	2	2.4%	3	0.7%	3	0.7%	1	0.5%	2	1.3%	2
Toilet repair	0.8%	6	0.7%	4	1.4%	1	0.6%	3	1.6%	2	0.7%	3	1.4%	2	1.1%	5	0.0%	0
More storage	0.8%	6	0.5%	3	4.3%	3	0.2%	1	3.2%	4	0.7%	3	0.7%	1	0.7%	3	1.9%	3
Ensure the area is tidy and clear	0.8%	6	0.8%	5	1.4%	1	1.0%	5	0.8%	1	0.5%	2	1.4%	2	0.5%	2	1.9%	3
Better external maintenance	0.7%	5	0.8%	5	0.0%	0	0.6%	3	1.6%	2	0.9%	4	0.0%	0	0.9%	4	0.0%	0
Bigger bathroom	0.7%	5	0.3%	2	4.3%	3	0.6%	3	1.6%	2	0.2%	1	0.7%	1	0.7%	3	0.0%	0
Better lighting	0.5%	4	0.7%	4	0.0%	0	0.6%	3	0.0%	0	0.5%	2	0.7%	1	0.7%	3	0.6%	1
Clean up the area	0.5%	4	0.5%	3	0.0%	0	0.4%	2	0.8%	1	0.5%	2	0.7%	1	0.2%	1	1.3%	2
Bigger bedrooms	0.4%	3	0.3%	2	1.4%	1	0.2%	1	1.6%	2	0.2%	1	0.0%	0	0.5%	2	0.0%	0
Better security	0.4%	3	0.2%	1	1.4%	1	0.0%	0	0.8%	1	0.2%	1	1.4%	2	0.2%	1	0.6%	1
New fencing	0.3%	2	0.3%	2	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0
Stair lift	0.3%	2	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.2%	1	0.0%	0	0.5%	2	0.0%	0
Fix lift	0.3%	2	0.2%	1	1.4%	1	0.2%	1	0.8%	1	0.2%	1	0.7%	1	0.2%	1	0.0%	0
Clean bins (and surrounding areas) more often	0.3%	2	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.5%	2	0.0%	0	0.5%	2	0.0%	0
Remove balcony	0.1%	1	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.6%	1
Rewiring	0.1%	1	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.6%	1
(Nothing)	43.5%	326	46.8%	281	25.7%	18	58.4%	296	5.5%	7	48.5%	210	38.9%	56	50.9%	224	25.8%	41

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
(Don't know)	7.2%	54	7.8%	47	2.9%	2	6.3%	32	11.8%	15	6.7%	29	9.0%	13	7.0%	31	10.1%	16
Base:		750		601		70		507		127		433		144		440		159

Mean score: [Very satisfied = 2, Satisfied = 1, Neither = 0, Dissatisfied = -1, Very dissatisfied = -2]

Q13 How satisfied or dissatisfied are you with the quality of the shared spaces in the area or estate where you live (e.g. including communal areas and stairways/lifts in blocks, landscaping, parking areas and footpaths)? [PR]

Very satisfied	26.9%	202	30.4%	183	11.4%	8	32.0%	162	18.9%	24	46.7%	202	0.0%	0	35.5%	156	11.3%	18
Satisfied	30.8%	231	31.8%	191	22.9%	16	32.0%	162	26.8%	34	53.3%	231	0.0%	0	31.4%	138	28.3%	45
Neither satisfied nor dissatisfied	23.1%	173	21.1%	127	30.0%	21	20.7%	105	25.2%	32	0.0%	0	0.0%	0	20.5%	90	30.8%	49
Dissatisfied	11.9%	89	10.8%	65	14.3%	10	10.3%	52	14.2%	18	0.0%	0	61.8%	89	8.0%	35	18.2%	29
Very dissatisfied	7.3%	55	5.8%	35	21.4%	15	5.1%	26	15.0%	19	0.0%	0	38.2%	55	4.8%	21	11.3%	18
Mean:		0.58		0.70		-0.11		0.75		0.20		1.47		-1.38		0.85		0.10
Base:		750		601		70		507		127		433		144		440		159

Q14 What do you like most about the quality of the shared spaces in the area or estate where you live?

Clean	14.5%	109	14.1%	85	8.6%	6	15.6%	79	11.8%	15	20.8%	90	4.2%	6	16.4%	72	8.8%	14
Everything - it's fine	14.1%	106	15.6%	94	5.7%	4	16.6%	84	9.4%	12	22.9%	99	2.8%	4	17.7%	78	8.2%	13
Nice / attractive area	7.9%	59	8.5%	51	5.7%	4	8.1%	41	3.9%	5	10.2%	44	6.3%	9	8.9%	39	6.9%	11
Local to amenities (e.g. shops)	4.1%	31	4.3%	26	4.3%	3	4.5%	23	1.6%	2	5.1%	22	3.5%	5	4.1%	18	1.9%	3
Well maintained	3.3%	25	3.3%	20	4.3%	3	3.7%	19	3.2%	4	4.9%	21	2.1%	3	3.4%	15	1.3%	2
Nice people	3.1%	23	3.3%	20	2.9%	2	3.0%	15	3.2%	4	4.6%	20	0.7%	1	2.7%	12	3.8%	6
The garden	2.1%	16	2.5%	15	1.4%	1	1.4%	7	3.2%	4	2.8%	12	0.0%	0	2.0%	9	1.9%	3
Parking	1.9%	14	1.7%	10	2.9%	2	1.0%	5	4.7%	6	1.4%	6	1.4%	2	1.6%	7	1.9%	3
Facilities for children to play	1.5%	11	1.7%	10	1.4%	1	1.6%	8	2.4%	3	1.8%	8	0.7%	1	1.6%	7	0.0%	0
The lifts	1.3%	10	1.5%	9	1.4%	1	1.6%	8	0.8%	1	2.1%	9	0.7%	1	1.6%	7	0.6%	1
Spacious	1.3%	10	1.3%	8	1.4%	1	1.0%	5	1.6%	2	1.6%	7	0.7%	1	0.9%	4	2.5%	4
Quiet	0.9%	7	0.8%	5	1.4%	1	1.0%	5	0.8%	1	1.2%	5	1.4%	2	0.9%	4	1.9%	3
Secure / safe	0.8%	6	0.5%	3	1.4%	1	1.0%	5	0.8%	1	0.9%	4	0.7%	1	1.1%	5	0.6%	1
Recently decorated	0.5%	4	0.7%	4	0.0%	0	0.8%	4	0.0%	0	0.7%	3	0.0%	0	0.5%	2	0.0%	0
Balcony	0.3%	2	0.2%	1	0.0%	0	0.4%	2	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.6%	1
Nearby parks	0.3%	2	0.0%	0	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.2%	1	0.6%	1
Easily accessible	0.3%	2	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.5%	2	0.0%	0	0.5%	2	0.0%	0
Good transport links	0.1%	1	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.0%	0
Plenty of storage	0.1%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.6%	1
(Nothing)	30.8%	231	28.3%	170	47.1%	33	27.4%	139	39.4%	50	9.9%	43	68.1%	98	26.1%	115	43.4%	69
(Don't know)	10.7%	80	11.1%	67	10.0%	7	10.7%	54	13.4%	17	8.5%	37	6.3%	9	9.5%	42	14.5%	23
Base:		750		601		70		507		127		433		144		440		159

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
Q15 What do you dislike most about the quality of the shared spaces in the area or estate where you live?																		
Untidy / dirty	14.8%	111	13.0%	78	22.9%	16	12.0%	61	18.9%	24	7.4%	32	38.9%	56	9.3%	41	23.3%	37
Parking is poor	6.4%	48	6.2%	37	5.7%	4	6.9%	35	4.7%	6	3.0%	13	16.0%	23	5.9%	26	4.4%	7
Lifts not working	2.5%	19	2.5%	15	5.7%	4	2.4%	12	3.9%	5	3.0%	13	4.2%	6	3.2%	14	1.9%	3
Poorly maintained	2.5%	19	2.7%	16	1.4%	1	2.0%	10	3.9%	5	1.4%	6	6.9%	10	2.3%	10	4.4%	7
Too many kids hanging around	2.3%	17	2.2%	13	5.7%	4	1.6%	8	4.7%	6	2.5%	11	3.5%	5	1.8%	8	2.5%	4
Stairways are dirty	2.3%	17	2.3%	14	2.9%	2	1.6%	8	4.7%	6	0.9%	4	5.6%	8	1.8%	8	2.5%	4
No lifts	1.7%	13	1.0%	6	5.7%	4	1.4%	7	1.6%	2	0.7%	3	6.3%	9	1.1%	5	0.0%	0
Not secure enough	1.7%	13	1.2%	7	0.0%	0	1.6%	8	0.8%	1	2.3%	10	0.0%	0	1.1%	5	1.9%	3
Other residents	1.3%	10	1.3%	8	0.0%	0	1.6%	8	0.8%	1	1.4%	6	2.1%	3	1.6%	7	1.3%	2
Insufficient lighting	1.1%	8	1.0%	6	0.0%	0	0.8%	4	1.6%	2	0.9%	4	0.7%	1	0.7%	3	1.3%	2
Hallways are a mess	1.1%	8	0.8%	5	0.0%	0	1.0%	5	0.8%	1	0.9%	4	2.8%	4	0.9%	4	0.6%	1
Too much noise	0.8%	6	0.8%	5	1.4%	1	0.6%	3	0.8%	1	0.9%	4	0.0%	0	1.1%	5	0.0%	0
Bin area smells	0.8%	6	1.0%	6	0.0%	0	0.8%	4	0.8%	1	0.7%	3	0.7%	1	0.7%	3	1.3%	2
Not enough space	0.5%	4	0.3%	2	1.4%	1	0.4%	2	0.8%	1	0.5%	2	0.0%	0	0.0%	0	1.9%	3
Too much traffic	0.4%	3	0.3%	2	1.4%	1	0.4%	2	0.8%	1	0.0%	0	1.4%	2	0.7%	3	0.0%	0
Uneven pavements	0.4%	3	0.5%	3	0.0%	0	0.6%	3	0.0%	0	0.2%	1	0.7%	1	0.2%	1	1.3%	2
Crime / drug dealers hanging around	0.4%	3	0.2%	1	0.0%	0	0.2%	1	0.8%	1	0.2%	1	0.0%	0	0.2%	1	1.3%	2
Lifts aren't always cleaned	0.3%	2	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.5%	2	0.0%	0	0.5%	2	0.0%	0
Not enough for children to do	0.3%	2	0.2%	1	1.4%	1	0.2%	1	0.8%	1	0.0%	0	0.7%	1	0.0%	0	0.6%	1
Too many pests	0.3%	2	0.2%	1	0.0%	0	0.0%	0	0.8%	1	0.2%	1	0.7%	1	0.0%	0	0.6%	1
Nothing nearby	0.3%	2	0.2%	1	0.0%	0	0.2%	1	0.8%	1	0.2%	1	0.0%	0	0.5%	2	0.0%	0
Disruption from ongoing work on the estate	0.1%	1	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.2%	1	0.0%	0
Intercom doesn't always work	0.1%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0
Dampness (Nothing)	0.1%	1	0.0%	0	1.4%	1	0.0%	0	0.8%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Don't know)	50.3%	377	54.6%	328	32.9%	23	55.6%	282	40.2%	51	67.7%	293	5.6%	8	60.0%	264	38.4%	61
	7.2%	54	7.2%	43	10.0%	7	7.7%	39	6.3%	8	4.2%	18	3.5%	5	5.9%	26	10.7%	17
Base:		750		601		70		507		127		433		144		440		159

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

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Q16 What improvement(s) would you most like to see to the quality of the shared spaces in the area or estate where you live?																		
Clean the communal areas	17.1%	128	15.6%	94	27.1%	19	14.2%	72	22.8%	29	10.4%	45	42.4%	61	11.8%	52	25.2%	40
Provide more parking for residents and guests	7.6%	57	7.0%	42	10.0%	7	8.3%	42	6.3%	8	3.7%	16	20.1%	29	7.3%	32	6.3%	10
Better security / CCTV	5.6%	42	4.3%	26	10.0%	7	4.7%	24	5.5%	7	5.3%	23	9.0%	13	4.1%	18	7.5%	12
Better maintenance	4.4%	33	3.2%	19	10.0%	7	3.6%	18	7.1%	9	1.6%	7	13.9%	20	2.3%	10	8.8%	14
Redecorate	4.4%	33	4.3%	26	2.9%	2	3.9%	20	4.7%	6	3.7%	16	9.7%	14	4.1%	18	5.7%	9
More lighting	2.7%	20	2.8%	17	1.4%	1	2.0%	10	4.7%	6	2.1%	9	4.9%	7	1.8%	8	4.4%	7
Quicker repairs of the lift when broken	2.7%	20	2.3%	14	7.1%	5	1.8%	9	6.3%	8	2.5%	11	4.9%	7	2.7%	12	3.8%	6
Install a lift	2.4%	18	1.5%	9	8.6%	6	1.8%	9	3.2%	4	1.8%	8	5.6%	8	2.3%	10	0.6%	1
Relay paving	1.9%	14	2.0%	12	1.4%	1	1.8%	9	0.0%	0	1.4%	6	2.1%	3	1.6%	7	1.9%	3
Better grounds maintenance	1.6%	12	1.8%	11	1.4%	1	1.8%	9	1.6%	2	1.2%	5	2.1%	3	1.8%	8	1.3%	2
More / better placed rubbish bins	1.3%	10	1.5%	9	0.0%	0	1.2%	6	0.8%	1	2.1%	9	0.0%	0	1.4%	6	1.9%	3
Facilities for dog walkers	0.8%	6	0.8%	5	0.0%	0	1.0%	5	0.0%	0	1.2%	5	0.7%	1	0.7%	3	1.9%	3
Fix doors	0.8%	6	0.8%	5	0.0%	0	0.8%	4	0.8%	1	0.9%	4	0.7%	1	0.9%	4	0.6%	1
More focus on things for children to do	0.7%	5	0.7%	4	1.4%	1	0.6%	3	0.8%	1	0.2%	1	2.1%	3	0.2%	1	1.3%	2
Secure bike storage area	0.5%	4	0.5%	3	0.0%	0	0.6%	3	0.8%	1	0.9%	4	0.0%	0	0.7%	3	0.0%	0
Fix intercom	0.5%	4	0.3%	2	1.4%	1	0.4%	2	0.8%	1	0.5%	2	1.4%	2	0.5%	2	0.6%	1
More plants and trees	0.5%	4	0.5%	3	0.0%	0	0.6%	3	0.0%	0	0.5%	2	0.7%	1	0.2%	1	0.6%	1
Fix garden walls / fencing	0.5%	4	0.5%	3	0.0%	0	0.6%	3	0.8%	1	0.5%	2	0.7%	1	0.2%	1	0.6%	1
Tackle drug problem	0.4%	3	0.5%	3	0.0%	0	0.2%	1	1.6%	2	0.7%	3	0.0%	0	0.5%	2	0.0%	0
Better contractors	0.3%	2	0.0%	0	1.4%	1	0.2%	1	0.0%	0	0.5%	2	0.0%	0	0.2%	1	0.6%	1
Replace seating	0.3%	2	0.2%	1	1.4%	1	0.4%	2	0.0%	0	0.5%	2	0.0%	0	0.2%	1	0.6%	1
Better management	0.3%	2	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.2%	1	0.7%	1	0.2%	1	0.6%	1
More no smoking areas	0.1%	1	0.0%	0	1.4%	1	0.2%	1	0.0%	0	0.0%	0	0.7%	1	0.2%	1	0.0%	0
More / better communication with residents	0.1%	1	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.6%	1
Make them warmer	0.1%	1	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0
Widen footpaths	0.1%	1	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.7%	1	0.2%	1	0.0%	0
(Nothing)	45.1%	338	48.4%	291	32.9%	23	50.5%	256	33.9%	43	57.7%	250	4.2%	6	54.3%	239	32.7%	52
(Don't know)	7.5%	56	7.2%	43	5.7%	4	5.9%	30	12.6%	16	4.9%	21	6.3%	9	6.4%	28	11.3%	18
Base:		750		601		70		507		127		433		144		440		159

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	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
Mean score: [Very satisfied = 2, Satisfied = 1, Neither = 0, Dissatisfied = -1, Very dissatisfied = -2]																		
Q17 Please say how satisfied/dissatisfied you are overall with the quality of the housing services the Council provides as your landlord, e.g. Repairs and maintenance, Caretaking, Estate management, Tenancy management, Support and advice [PR]																		
Very satisfied	26.0%	195	29.6%	178	8.6%	6	34.7%	176	7.9%	10	33.0%	143	12.5%	18	44.3%	195	0.0%	0
Satisfied	32.7%	245	33.9%	204	25.7%	18	34.5%	175	25.2%	32	34.9%	151	26.4%	38	55.7%	245	0.0%	0
Neither satisfied nor dissatisfied	20.1%	151	18.1%	109	24.3%	17	17.9%	91	19.7%	25	17.6%	76	28.5%	41	0.0%	0	0.0%	0
Dissatisfied	11.2%	84	10.2%	61	18.6%	13	8.3%	42	19.7%	25	9.2%	40	13.9%	20	0.0%	0	52.8%	84
Very dissatisfied	10.0%	75	8.2%	49	22.9%	16	4.5%	23	27.6%	35	5.3%	23	18.8%	27	0.0%	0	47.2%	75
Mean:		0.53		0.67		-0.21		0.87		-0.34		0.81		0.00		1.44		-1.47
Base:		750		601		70		507		127		433		144		440		159
Q18 What do you like most about the quality of the housing services you receive from the Council as your landlord?																		
Helpful staff	11.6%	87	11.6%	70	4.3%	3	13.2%	67	6.3%	8	12.9%	56	9.7%	14	15.0%	66	3.1%	5
Quick response times	10.0%	75	10.5%	63	10.0%	7	9.7%	49	8.7%	11	12.2%	53	6.3%	9	15.5%	68	3.1%	5
Attentive	8.3%	62	8.0%	48	7.1%	5	9.3%	47	4.7%	6	8.8%	38	6.3%	9	10.5%	46	1.9%	3
Polite / well mannered staff	5.1%	38	4.3%	26	8.6%	6	4.5%	23	3.9%	5	4.2%	18	5.6%	8	5.5%	24	2.5%	4
Punctual / visit when they say they will	4.8%	36	4.5%	27	5.7%	4	4.7%	24	3.9%	5	5.8%	25	4.2%	6	6.4%	28	0.6%	1
Good with communication	4.4%	33	5.3%	32	0.0%	0	4.9%	25	3.2%	4	4.2%	18	4.2%	6	6.4%	28	0.6%	1
Everything	3.7%	28	4.3%	26	0.0%	0	4.3%	22	1.6%	2	5.1%	22	1.4%	2	6.1%	27	0.0%	0
Reliable - do their job well	2.0%	15	2.2%	13	2.9%	2	2.6%	13	0.0%	0	1.6%	7	2.1%	3	2.3%	10	0.6%	1
Good value service	0.9%	7	0.5%	3	2.9%	2	0.8%	4	0.8%	1	0.5%	2	2.1%	3	0.2%	1	1.9%	3
Repairs team are good	0.8%	6	0.7%	4	1.4%	1	0.8%	4	0.8%	1	1.2%	5	0.7%	1	0.9%	4	0.6%	1
Efficient	0.7%	5	0.7%	4	0.0%	0	0.8%	4	0.8%	1	0.9%	4	0.0%	0	0.9%	4	0.0%	0
Good caretaking team	0.4%	3	0.5%	3	0.0%	0	0.4%	2	0.8%	1	0.0%	0	0.0%	0	0.2%	1	0.6%	1
Good management	0.4%	3	0.5%	3	0.0%	0	0.4%	2	0.8%	1	0.7%	3	0.0%	0	0.5%	2	0.6%	1
Quality control on repairs is good	0.3%	2	0.3%	2	0.0%	0	0.2%	1	0.8%	1	0.5%	2	0.0%	0	0.5%	2	0.0%	0
Online accessibility	0.1%	1	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0
Improved a lot recently	0.1%	1	0.2%	1	0.0%	0	0.0%	0	0.8%	1	0.0%	0	0.7%	1	0.0%	0	0.0%	0
Provide face-to-face contact	0.1%	1	0.0%	0	1.4%	1	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.0%	0
Friendly service	0.1%	1	0.0%	0	1.4%	1	0.2%	1	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.0%	0
(Nothing)	31.7%	238	29.8%	179	47.1%	33	27.4%	139	53.5%	68	26.1%	113	42.4%	61	17.5%	77	76.7%	122
(Don't know)	14.4%	108	16.0%	96	7.1%	5	15.4%	78	8.7%	11	15.0%	65	13.9%	20	11.6%	51	6.9%	11
Base:		750		601		70		507		127		433		144		440		159

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
Q19 What do you dislike most about the quality of the housing services you receive from the Council as your landlord?																		
Delays in repairs	10.9%	82	9.7%	58	10.0%	7	8.9%	45	20.5%	26	8.8%	38	12.5%	18	7.3%	32	15.1%	24
Don't do the job properly	9.7%	73	8.5%	51	18.6%	13	6.7%	34	19.7%	25	7.2%	31	16.7%	24	2.7%	12	28.3%	45
Not quick at responding	7.2%	54	6.8%	41	10.0%	7	4.7%	24	14.2%	18	6.5%	28	10.4%	15	4.1%	18	15.1%	24
Don't keep appointments	3.7%	28	3.5%	21	7.1%	5	3.0%	15	4.7%	6	3.7%	16	3.5%	5	2.3%	10	9.4%	15
Lack of understanding	3.2%	24	2.3%	14	8.6%	6	2.4%	12	5.5%	7	2.8%	12	2.8%	4	1.6%	7	6.3%	10
Costs	1.6%	12	1.5%	9	0.0%	0	1.2%	6	0.8%	1	1.6%	7	1.4%	2	1.4%	6	2.5%	4
Short staffed	1.2%	9	0.8%	5	2.9%	2	1.6%	8	0.0%	0	1.4%	6	1.4%	2	1.1%	5	0.6%	1
Getting through to the right person can be difficult	1.1%	8	1.2%	7	0.0%	0	1.0%	5	0.0%	0	0.7%	3	0.7%	1	1.4%	6	1.3%	2
No checks on jobs carried out	0.8%	6	0.8%	5	0.0%	0	1.0%	5	0.8%	1	0.5%	2	0.7%	1	0.9%	4	0.6%	1
Poor communication	0.7%	5	0.7%	4	1.4%	1	0.4%	2	1.6%	2	0.7%	3	0.7%	1	0.2%	1	1.3%	2
Poorly trained contractors	0.7%	5	0.7%	4	1.4%	1	0.6%	3	0.0%	0	0.5%	2	0.7%	1	0.7%	3	0.0%	0
No customer service skills	0.5%	4	0.5%	3	1.4%	1	0.6%	3	0.8%	1	0.5%	2	1.4%	2	0.2%	1	0.6%	1
Not completing jobs	0.5%	4	0.7%	4	0.0%	0	0.4%	2	0.0%	0	0.2%	1	0.7%	1	0.2%	1	0.6%	1
Inefficiency	0.5%	4	0.7%	4	0.0%	0	0.4%	2	0.8%	1	0.2%	1	0.7%	1	0.5%	2	1.3%	2
Rude / unhelpful staff	0.5%	4	0.5%	3	1.4%	1	0.2%	1	0.8%	1	0.2%	1	0.0%	0	0.2%	1	1.3%	2
Everything	0.3%	2	0.2%	1	1.4%	1	0.0%	0	0.8%	1	0.0%	0	0.7%	1	0.0%	0	1.3%	2
Don't clear up after themselves	0.1%	1	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0
Poorly designed website	0.1%	1	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.2%	1	0.0%	0
(Nothing)	48.7%	365	52.1%	313	32.9%	23	57.2%	290	26.0%	33	56.4%	244	38.2%	55	69.3%	305	12.6%	20
(Don't know)	7.9%	59	8.7%	52	2.9%	2	9.5%	48	3.2%	4	8.1%	35	6.9%	10	5.5%	24	1.9%	3
Base:		750		601		70		507		127		433		144		440		159

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LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
Q20 What improvement(s) would you most like to see to the quality of the housing services you receive from the Council as your landlord?																		
Faster response times	14.0%	105	12.6%	76	12.9%	9	10.5%	53	24.4%	31	12.0%	52	18.1%	26	8.2%	36	23.3%	37
Do the job properly / provide a better service	5.7%	43	5.3%	32	10.0%	7	4.5%	23	10.2%	13	4.6%	20	8.3%	12	3.2%	14	13.2%	21
Better communication with tenants	4.4%	33	4.2%	25	5.7%	4	2.8%	14	6.3%	8	3.0%	13	6.3%	9	2.5%	11	9.4%	15
Better quality of repairs carried out	4.1%	31	3.2%	19	8.6%	6	3.6%	18	5.5%	7	3.7%	16	5.6%	8	2.3%	10	7.5%	12
Keep appointments	4.1%	31	3.7%	22	7.1%	5	3.0%	15	7.9%	10	3.5%	15	4.9%	7	3.0%	13	8.2%	13
Better trained contractors	2.8%	21	2.7%	16	5.7%	4	2.8%	14	4.7%	6	2.5%	11	4.2%	6	1.6%	7	5.7%	9
Better customer service	2.3%	17	2.0%	12	4.3%	3	1.0%	5	5.5%	7	1.6%	7	3.5%	5	0.5%	2	6.9%	11
More caretaking staff	1.9%	14	1.7%	10	2.9%	2	2.0%	10	2.4%	3	1.8%	8	1.4%	2	1.8%	8	2.5%	4
Make it easier to get in touch with the right person / department	1.9%	14	2.2%	13	1.4%	1	1.4%	7	2.4%	3	2.1%	9	2.1%	3	0.9%	4	5.0%	8
More / regular inspections of property and repairs	1.6%	12	1.3%	8	0.0%	0	1.2%	6	3.2%	4	1.4%	6	1.4%	2	1.1%	5	3.8%	6
Show more sympathy towards the needs of residents	1.6%	12	1.5%	9	1.4%	1	1.8%	9	0.8%	1	1.2%	5	2.1%	3	1.4%	6	3.1%	5
Better management	1.3%	10	1.3%	8	0.0%	0	1.4%	7	0.8%	1	1.6%	7	2.1%	3	0.9%	4	2.5%	4
More regular cleaning service	0.9%	7	1.0%	6	1.4%	1	1.2%	6	0.8%	1	0.7%	3	1.4%	2	1.1%	5	0.0%	0
Provide more opportunities for face-to-face contact	0.9%	7	0.5%	3	2.9%	2	0.8%	4	1.6%	2	0.9%	4	0.7%	1	0.9%	4	1.9%	3
Lower costs	0.8%	6	0.5%	3	0.0%	0	0.4%	2	2.4%	3	0.5%	2	0.0%	0	1.1%	5	0.6%	1
Better communication between contractors / staff	0.7%	5	0.7%	4	1.4%	1	0.6%	3	0.8%	1	1.2%	5	0.0%	0	0.9%	4	0.0%	0
Respond to all repair requests	0.5%	4	0.5%	3	1.4%	1	0.4%	2	1.6%	2	0.5%	2	0.7%	1	0.5%	2	0.6%	1
More supportive towards the elderly	0.4%	3	0.2%	1	2.9%	2	0.2%	1	0.0%	0	0.0%	0	2.1%	3	0.0%	0	0.0%	0
More helpful staff	0.3%	2	0.3%	2	0.0%	0	0.2%	1	0.8%	1	0.2%	1	0.7%	1	0.0%	0	0.6%	1
More professional contractors	0.3%	2	0.3%	2	0.0%	0	0.2%	1	0.8%	1	0.0%	0	1.4%	2	0.0%	0	1.3%	2
Better call-centre system	0.3%	2	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.2%	1	0.7%	1	0.5%	2	0.0%	0
Tidy up after themselves	0.3%	2	0.2%	1	1.4%	1	0.2%	1	0.0%	0	0.2%	1	0.7%	1	0.5%	2	0.0%	0
(Nothing)	42.1%	316	47.1%	283	22.9%	16	50.1%	254	19.7%	25	49.9%	216	31.3%	45	59.8%	263	8.8%	14
(Don't know)	13.1%	98	13.1%	79	14.3%	10	14.0%	71	11.8%	15	11.8%	51	9.7%	14	10.9%	48	11.3%	18
Base:		750		601		70		507		127		433		144		440		159

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
Q21 Are you aware of the Residents' Commission on Council Housing?																		
Yes	31.7%	238	32.9%	198	31.4%	22	31.6%	160	29.1%	37	28.2%	122	37.5%	54	30.7%	135	31.4%	50
No	68.3%	512	67.1%	403	68.6%	48	68.4%	347	70.9%	90	71.8%	311	62.5%	90	69.3%	305	68.6%	109
Base:		750		601		70		507		127		433		144		440		159
Q22 What do you know about the aims and purpose of the Commission?																		
<i>Those aware of the Residents' Commission at Q21</i>																		
Allows tenants to voice concerns	10.1%	24	8.6%	17	22.7%	5	10.6%	17	13.5%	5	5.7%	7	18.5%	10	8.1%	11	18.0%	9
To improve the area	7.1%	17	6.6%	13	9.1%	2	8.1%	13	5.4%	2	10.7%	13	5.6%	3	7.4%	10	4.0%	2
Give tenants control over their area	6.3%	15	6.1%	12	4.5%	1	5.6%	9	5.4%	2	6.6%	8	3.7%	2	7.4%	10	8.0%	4
Look after / assist tenants	3.8%	9	4.0%	8	0.0%	0	3.1%	5	2.7%	1	3.3%	4	3.7%	2	2.2%	3	6.0%	3
Clear channel of communication between tenants and council	3.8%	9	3.0%	6	4.5%	1	3.1%	5	8.1%	3	3.3%	4	5.6%	3	3.0%	4	4.0%	2
Give tenants more rights	3.4%	8	3.5%	7	4.5%	1	3.8%	6	5.4%	2	2.5%	3	9.3%	5	3.7%	5	2.0%	1
Remove council involvement	2.9%	7	3.0%	6	4.5%	1	2.5%	4	2.7%	1	3.3%	4	0.0%	0	3.0%	4	0.0%	0
Ensure things are managed fairly	2.9%	7	3.0%	6	0.0%	0	3.8%	6	0.0%	0	2.5%	3	1.9%	1	4.4%	6	2.0%	1
Liaison between council and residents	2.1%	5	2.5%	5	0.0%	0	2.5%	4	0.0%	0	0.8%	1	1.9%	1	3.7%	5	0.0%	0
Nominated to make decisions for tenants	2.1%	5	2.0%	4	0.0%	0	2.5%	4	0.0%	0	2.5%	3	0.0%	0	2.2%	3	2.0%	1
Evaluate how things in the area are going	0.4%	1	0.5%	1	0.0%	0	0.6%	1	0.0%	0	0.8%	1	0.0%	0	0.7%	1	0.0%	0
(Don't know)	59.7%	142	61.1%	121	50.0%	11	58.8%	94	62.2%	23	61.5%	75	55.6%	30	60.0%	81	58.0%	29
Base:		238		198		22		160		37		122		54		135		50
Q23 May I give you a brief explanation? (cue extended introduction/preamble)																		
<i>Those unaware of the Residents' Commission at Q21</i>																		
Yes	84.8%	434	84.1%	339	87.5%	42	81.8%	284	91.1%	82	83.0%	258	85.6%	77	82.3%	251	89.0%	97
No	15.2%	78	15.9%	64	12.5%	6	18.2%	63	8.9%	8	17.0%	53	14.4%	13	17.7%	54	11.0%	12
Base:		512		403		48		347		90		311		90		305		109

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

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Mean score: [Very important = 2, Quite important = 1, Neither = 0, Not very important = -1, Not at all important = -2]

Q24 How important to you is it to have more control or influence over the future of your housing and the services you receive? [PR]

Very important	53.6%	402	52.1%	313	60.0%	42	49.5%	251	63.0%	80	51.3%	222	61.8%	89	49.5%	218	59.1%	94
Quite important	25.1%	188	26.5%	159	12.9%	9	25.2%	128	24.4%	31	25.2%	109	22.2%	32	25.5%	112	22.6%	36
Neither important nor unimportant	12.5%	94	12.6%	76	15.7%	11	14.2%	72	8.7%	11	13.4%	58	9.7%	14	14.1%	62	12.6%	20
Not very important	4.5%	34	4.5%	27	5.7%	4	5.7%	29	1.6%	2	5.3%	23	3.5%	5	6.4%	28	1.9%	3
Not at all important	4.3%	32	4.3%	26	5.7%	4	5.3%	27	2.4%	3	4.9%	21	2.8%	4	4.5%	20	3.8%	6
Mean:		1.19		1.17		1.16		1.08		1.44		1.13		1.37		1.09		1.31
Base:		750		601		70		507		127		433		144		440		159

Q25 Would you be interested in any, some or all of the following? [PR]

Deciding how money gets spent on your housing and the area or estate where you live

Yes	52.3%	392	49.4%	297	61.4%	43	47.5%	241	63.0%	80	47.6%	206	62.5%	90	45.7%	201	63.5%	101
No	41.1%	308	43.8%	263	34.3%	24	45.4%	230	29.1%	37	44.3%	192	32.6%	47	46.6%	205	31.4%	50
(Don't know)	6.7%	50	6.8%	41	4.3%	3	7.1%	36	7.9%	10	8.1%	35	4.9%	7	7.7%	34	5.0%	8
Base:		750		601		70		507		127		433		144		440		159

Being involved in planning the future of your housing and the area or estate where you live

Yes	48.4%	363	45.1%	271	58.6%	41	42.4%	215	61.4%	78	45.5%	197	55.6%	80	45.0%	198	57.9%	92
No	45.1%	338	48.1%	289	35.7%	25	51.3%	260	31.5%	40	47.6%	206	37.5%	54	48.0%	211	35.8%	57
(Don't know)	6.5%	49	6.8%	41	5.7%	4	6.3%	32	7.1%	9	6.9%	30	6.9%	10	7.0%	31	6.3%	10
Base:		750		601		70		507		127		433		144		440		159

Being involved in residents having more say in the management of their housing

Yes	55.2%	414	53.4%	321	57.1%	40	51.9%	263	62.2%	79	50.8%	220	63.9%	92	49.1%	216	64.2%	102
No	39.2%	294	40.8%	245	38.6%	27	42.2%	214	33.1%	42	42.5%	184	31.9%	46	45.0%	198	31.4%	50
(Don't know)	5.6%	42	5.8%	35	4.3%	3	5.9%	30	4.7%	6	6.7%	29	4.2%	6	5.9%	26	4.4%	7
Base:		750		601		70		507		127		433		144		440		159

Being involved in residents having a vote on all major decisions about the future of their housing

Yes	60.4%	453	57.4%	345	68.6%	48	56.4%	286	69.3%	88	56.8%	246	69.4%	100	55.9%	246	68.6%	109
No	34.1%	256	37.1%	223	28.6%	20	37.7%	191	26.0%	33	36.3%	157	27.8%	40	38.4%	169	27.0%	43
(Don't know)	5.5%	41	5.5%	33	2.9%	2	5.9%	30	4.7%	6	6.9%	30	2.8%	4	5.7%	25	4.4%	7
Base:		750		601		70		507		127		433		144		440		159

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live:		Where I live:		Quality of home:		Quality of home:		Quality of shared space:		Quality of shared space:		Quality of housing services:		Quality of housing services:		
		Satisfied (Q06)	Dissatisfied (Q06)	Satisfied (Q06)	Dissatisfied (Q06)	Satisfied (Q09)	Dissatisfied (Q09)	Satisfied (Q09)	Dissatisfied (Q09)	Satisfied (Q13)	Dissatisfied (Q13)	Satisfied (Q13)	Dissatisfied (Q13)	Satisfied (Q17)	Dissatisfied (Q17)	Satisfied (Q17)	Dissatisfied (Q17)	
Being on the Board of the organisation that owns and runs your housing and being responsible for policy and how the housing is run																		
Yes	30.3%	227	27.5%	165	41.4%	29	28.4%	144	35.4%	45	27.3%	118	36.1%	52	26.8%	118	40.9%	65
No	62.8%	471	66.2%	398	52.9%	37	64.9%	329	55.9%	71	64.9%	281	59.0%	85	66.4%	292	52.2%	83
(Don't know)	6.9%	52	6.3%	38	5.7%	4	6.7%	34	8.7%	11	7.9%	34	4.9%	7	6.8%	30	6.9%	11
Base:		750		601		70		507		127		433		144		440		159
Taking part in local focus groups and consultation events																		
Yes	38.5%	289	34.4%	207	50.0%	35	32.9%	167	55.1%	70	37.2%	161	45.1%	65	33.2%	146	48.4%	77
No	55.5%	416	59.4%	357	47.1%	33	60.8%	308	38.6%	49	55.9%	242	50.7%	73	59.8%	263	47.8%	76
(Don't know)	6.0%	45	6.2%	37	2.9%	2	6.3%	32	6.3%	8	6.9%	30	4.2%	6	7.0%	31	3.8%	6
Base:		750		601		70		507		127		433		144		440		159
Q26 Thinking about the future, provided you and other residents were fully consulted, do you think the area or estate where you live could be improved by modernisation or redevelopment?																		
Yes	40.3%	302	35.9%	216	64.3%	45	33.7%	171	53.5%	68	35.1%	152	54.2%	78	38.2%	168	43.4%	69
No	59.7%	448	64.1%	385	35.7%	25	66.3%	336	46.5%	59	64.9%	281	45.8%	66	61.8%	272	56.6%	90
Base:		750		601		70		507		127		433		144		440		159

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
Q27 In what way(s) do you think it could be improved?																		
<i>Those who feel their local area could be improved by modernisation or redevelopment at Q26</i>																		
Update all housing to the same standard / modernise	14.9%	45	13.4%	29	17.8%	8	10.5%	18	26.5%	18	14.5%	22	14.1%	11	14.3%	24	8.7%	6
Refurbish exterior of buildings	8.6%	26	9.7%	21	6.7%	3	8.8%	15	7.4%	5	8.6%	13	11.5%	9	8.9%	15	13.0%	9
New windows	7.9%	24	8.3%	18	4.4%	2	4.7%	8	14.7%	10	9.2%	14	7.7%	6	7.1%	12	8.7%	6
Make the area look more appealing	7.3%	22	7.9%	17	2.2%	1	6.4%	11	4.4%	3	7.2%	11	9.0%	7	6.0%	10	4.3%	3
Better security / CCTV	7.3%	22	5.6%	12	15.6%	7	6.4%	11	8.8%	6	4.6%	7	9.0%	7	6.0%	10	11.6%	8
Better maintenance of properties	6.3%	19	5.1%	11	11.1%	5	6.4%	11	7.4%	5	4.6%	7	11.5%	9	4.8%	8	8.7%	6
More play areas / facilities for children	6.0%	18	5.1%	11	8.9%	4	5.3%	9	5.9%	4	8.6%	13	0.0%	0	6.0%	10	7.2%	5
Install lifts where needed	6.0%	18	6.0%	13	4.4%	2	6.4%	11	2.9%	2	7.9%	12	7.7%	6	7.1%	12	4.3%	3
More lighting	4.0%	12	4.6%	10	4.4%	2	4.7%	8	1.5%	1	4.6%	7	5.1%	4	4.8%	8	4.3%	3
More parking spaces needs to be provided	3.6%	11	3.7%	8	4.4%	2	4.1%	7	2.9%	2	3.9%	6	1.3%	1	4.2%	7	1.4%	1
More green spaces	3.3%	10	3.7%	8	2.2%	1	3.5%	6	1.5%	1	3.3%	5	3.8%	3	3.6%	6	4.3%	3
Regular cleaning team for the area	3.3%	10	3.2%	7	6.7%	3	4.7%	8	1.5%	1	1.3%	2	5.1%	4	3.0%	5	2.9%	2
More living space needed / extend properties where possible	2.6%	8	3.2%	7	2.2%	1	3.5%	6	2.9%	2	2.0%	3	3.8%	3	2.4%	4	1.4%	1
More communal areas	2.6%	8	1.4%	3	6.7%	3	1.8%	3	4.4%	3	2.6%	4	3.8%	3	1.2%	2	5.8%	4
Better doors	2.0%	6	2.3%	5	0.0%	0	2.3%	4	1.5%	1	2.6%	4	2.6%	2	1.8%	3	0.0%	0
Improve road layout	1.7%	5	1.9%	4	2.2%	1	1.2%	2	1.5%	1	2.0%	3	1.3%	1	2.4%	4	0.0%	0
Guttering / drainage needs updating	1.7%	5	0.9%	2	0.0%	0	1.8%	3	1.5%	1	2.0%	3	0.0%	0	2.4%	4	1.4%	1
Pavements need maintaining	1.3%	4	1.9%	4	0.0%	0	1.2%	2	1.5%	1	0.7%	1	2.6%	2	1.2%	2	2.9%	2
Provide more local shops	1.3%	4	1.9%	4	0.0%	0	2.3%	4	0.0%	0	1.3%	2	1.3%	1	2.4%	4	0.0%	0
New developments are need to cope with demand	1.3%	4	1.4%	3	0.0%	0	1.8%	3	1.5%	1	2.0%	3	1.3%	1	1.2%	2	2.9%	2
Better heating systems	1.3%	4	0.5%	1	2.2%	1	1.2%	2	1.5%	1	1.3%	2	0.0%	0	0.6%	1	1.4%	1
Increase public safety / reduce anti-social behaviour	1.0%	3	1.4%	3	0.0%	0	1.2%	2	0.0%	0	2.0%	3	0.0%	0	1.2%	2	0.0%	0
Introduce more / better community facilities (e.g. community centre, library)	1.0%	3	0.5%	1	4.4%	2	0.6%	1	2.9%	2	1.3%	2	1.3%	1	0.0%	0	2.9%	2
Address traffic concerns (Don't know)	0.3%	1	0.5%	1	0.0%	0	0.6%	1	0.0%	0	0.7%	1	0.0%	0	0.6%	1	0.0%	0
(None mentioned)	17.6%	53	19.0%	41	11.1%	5	19.9%	34	11.8%	8	17.8%	27	14.1%	11	20.8%	35	14.5%	10
Base:		302		216		45		171		68		152		78		168		69

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	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
Q28 If a modernisation or redevelopment proposal that affected you were to be made in the future, what would your main concerns be?																		
Would depend on what the proposals were	7.6%	57	7.7%	46	5.7%	4	6.3%	32	11.0%	14	6.7%	29	6.3%	9	7.3%	32	6.9%	11
Would I have to relocate?	7.1%	53	7.0%	42	5.7%	4	7.1%	36	7.9%	10	7.2%	31	9.0%	13	7.5%	33	6.3%	10
The area will lose its character	3.9%	29	4.2%	25	2.9%	2	4.3%	22	2.4%	3	4.6%	20	4.2%	6	5.0%	22	3.1%	5
Will it cost me anything?	3.1%	23	3.0%	18	5.7%	4	2.6%	13	6.3%	8	2.5%	11	6.9%	10	3.0%	13	5.0%	8
How will overcrowding be resolved?	2.7%	20	3.2%	19	1.4%	1	3.0%	15	0.8%	1	2.3%	10	2.1%	3	2.3%	10	1.3%	2
How much disruption will be caused?	1.6%	12	1.7%	10	0.0%	0	1.6%	8	2.4%	3	1.4%	6	1.4%	2	1.1%	5	1.9%	3
Would be concerned about the quality of new builds	1.2%	9	0.8%	5	1.4%	1	1.0%	5	0.0%	0	1.6%	7	0.7%	1	0.7%	3	1.9%	3
Noise	1.1%	8	1.0%	6	1.4%	1	0.8%	4	1.6%	2	1.2%	5	1.4%	2	0.7%	3	1.9%	3
Impact to the environment	0.9%	7	0.7%	4	4.3%	3	0.4%	2	1.6%	2	0.5%	2	1.4%	2	0.7%	3	1.3%	2
Traffic congestion	0.8%	6	0.8%	5	1.4%	1	0.8%	4	0.8%	1	0.5%	2	2.1%	3	0.9%	4	0.6%	1
Security concerns	0.8%	6	1.0%	6	0.0%	0	0.6%	3	1.6%	2	0.9%	4	0.7%	1	0.9%	4	1.3%	2
Will our tenancy be put at risk?	0.8%	6	0.8%	5	0.0%	0	0.2%	1	1.6%	2	1.2%	5	0.7%	1	0.7%	3	1.3%	2
Will local transport be affected?	0.8%	6	1.0%	6	0.0%	0	1.0%	5	0.0%	0	0.7%	3	1.4%	2	0.7%	3	0.6%	1
Will local retailers be affected?	0.1%	1	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0
Will it spoil the area?	0.1%	1	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.6%	1
(None mentioned)	57.7%	433	56.9%	342	65.7%	46	58.4%	296	56.7%	72	57.0%	247	56.9%	82	58.9%	259	52.2%	83
(Don't know)	11.9%	89	12.1%	73	8.6%	6	13.2%	67	8.7%	11	13.2%	57	9.7%	14	11.8%	52	15.1%	24
Base:		750		601		70		507		127		433		144		440		159

Q29 Thinking about the future, provided you and other residents were fully consulted, do you think the area or estate where you live could be improved by re-designing some of the existing space around the housing (e.g. landscaping, parking areas etc)?																		
Yes	46.5%	349	41.9%	252	65.7%	46	42.6%	216	48.0%	61	39.7%	172	61.1%	88	44.3%	195	49.7%	79
No	53.5%	401	58.1%	349	34.3%	24	57.4%	291	52.0%	66	60.3%	261	38.9%	56	55.7%	245	50.3%	80
Base:		750		601		70		507		127		433		144		440		159

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Q30 How do think it could be improved by re-designing some of the existing space around the housing? [MR]																		
<i>Those who feel their local area could be improved by re-designing some of the existing space around the housing at Q29</i>																		
More parking	35.8%	125	36.9%	93	34.8%	16	35.6%	77	32.8%	20	34.9%	60	38.6%	34	36.4%	71	39.2%	31
More green areas	33.0%	115	31.7%	80	32.6%	15	32.9%	71	31.1%	19	33.7%	58	31.8%	28	31.8%	62	34.2%	27
More play areas for children	21.8%	76	20.2%	51	26.1%	12	19.9%	43	23.0%	14	20.3%	35	19.3%	17	19.5%	38	19.0%	15
More CCTV / security measures	12.0%	42	9.5%	24	19.6%	9	8.8%	19	19.7%	12	8.1%	14	14.8%	13	8.2%	16	15.2%	12
Lighting	3.2%	11	3.2%	8	2.2%	1	2.3%	5	6.6%	4	5.2%	9	2.3%	2	4.1%	8	2.5%	2
Better overall estate maintenance	3.2%	11	2.4%	6	2.2%	1	3.7%	8	0.0%	0	2.3%	4	3.4%	3	1.5%	3	3.8%	3
Visitor parking bays / permits	2.9%	10	2.8%	7	6.5%	3	2.8%	6	4.9%	3	0.6%	1	5.7%	5	3.6%	7	1.3%	1
Remove or occupy vacant units	1.4%	5	2.0%	5	0.0%	0	1.9%	4	0.0%	0	1.2%	2	0.0%	0	2.1%	4	0.0%	0
More street cleaning	1.1%	4	0.8%	2	0.0%	0	0.5%	1	1.6%	1	0.6%	1	1.1%	1	1.0%	2	1.3%	1
Better paving	0.9%	3	0.8%	2	0.0%	0	0.5%	1	1.6%	1	1.2%	2	0.0%	0	1.5%	3	0.0%	0
Remove subways and undergrown car parks	0.9%	3	0.4%	1	4.3%	2	0.0%	0	1.6%	1	0.0%	0	3.4%	3	0.0%	0	3.8%	3
More gated areas	0.9%	3	0.8%	2	0.0%	0	0.9%	2	0.0%	0	1.2%	2	0.0%	0	1.0%	2	0.0%	0
Improve road surfaces	0.6%	2	0.8%	2	0.0%	0	0.5%	1	1.6%	1	0.6%	1	0.0%	0	1.0%	2	0.0%	0
More flats	0.6%	2	0.4%	1	0.0%	0	0.9%	2	0.0%	0	0.6%	1	0.0%	0	1.0%	2	0.0%	0
Fewer high rise flats	0.6%	2	0.4%	1	0.0%	0	0.0%	0	0.0%	0	0.6%	1	1.1%	1	0.0%	0	2.5%	2
More communal areas	0.6%	2	0.8%	2	0.0%	0	0.5%	1	1.6%	1	0.0%	0	2.3%	2	0.5%	1	1.3%	1
More public seating	0.6%	2	0.8%	2	0.0%	0	0.9%	2	0.0%	0	0.6%	1	0.0%	0	1.0%	2	0.0%	0
Better use of existing space	0.3%	1	0.0%	0	2.2%	1	0.0%	0	1.6%	1	0.6%	1	0.0%	0	0.0%	0	0.0%	0
(Don't know)	10.0%	35	11.1%	28	8.7%	4	11.6%	25	8.2%	5	13.4%	23	8.0%	7	11.3%	22	11.4%	9
(Nothing)	2.0%	7	2.4%	6	0.0%	0	1.9%	4	3.3%	2	2.9%	5	2.3%	2	2.1%	4	2.5%	2
Base:		349		252		46		216		61		172		88		195		79

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	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
Q31 If there were a proposal to re-design some of the existing space around the housing, what would your main concerns be?																		
Would depend on what the proposals were	4.8%	36	5.2%	31	2.9%	2	4.3%	22	6.3%	8	3.7%	16	4.2%	6	5.0%	22	5.7%	9
Impact on car parking	3.9%	29	4.2%	25	4.3%	3	3.4%	17	4.7%	6	3.5%	15	3.5%	5	3.6%	16	5.7%	9
Will there be overcrowding?	3.2%	24	3.5%	21	1.4%	1	3.4%	17	1.6%	2	4.2%	18	2.1%	3	2.5%	11	3.1%	5
Not being kept up to date about developments	2.5%	19	2.8%	17	2.9%	2	2.4%	12	2.4%	3	2.5%	11	4.9%	7	2.3%	10	3.8%	6
How much disruption will be caused?	2.1%	16	1.7%	10	2.9%	2	1.8%	9	3.9%	5	1.8%	8	2.8%	4	1.8%	8	1.9%	3
What affect it will have on green spaces?	2.0%	15	1.8%	11	4.3%	3	2.0%	10	2.4%	3	2.1%	9	2.1%	3	1.8%	8	1.9%	3
How will it change the character of the area?	2.0%	15	2.2%	13	0.0%	0	2.2%	11	2.4%	3	2.1%	9	0.7%	1	1.8%	8	2.5%	4
Will it cost me anything?	1.5%	11	1.5%	9	1.4%	1	1.2%	6	2.4%	3	1.4%	6	2.8%	4	0.7%	3	3.8%	6
How will it affect me?	0.9%	7	0.8%	5	0.0%	0	0.6%	3	0.8%	1	1.2%	5	0.7%	1	0.9%	4	1.9%	3
Will I have to relocate?	0.9%	7	1.0%	6	0.0%	0	1.0%	5	0.0%	0	0.9%	4	0.7%	1	1.6%	7	0.0%	0
Noise	0.8%	6	0.8%	5	0.0%	0	0.6%	3	0.8%	1	0.9%	4	0.7%	1	0.9%	4	0.6%	1
Where will the children be able to go during the re-design?	0.8%	6	1.0%	6	0.0%	0	0.8%	4	0.8%	1	0.9%	4	1.4%	2	0.9%	4	0.6%	1
Will I lose my garden space?	0.5%	4	0.7%	4	0.0%	0	0.6%	3	0.8%	1	0.7%	3	0.0%	0	0.7%	3	0.6%	1
Security concerns	0.4%	3	0.3%	2	1.4%	1	0.6%	3	0.0%	0	0.5%	2	0.7%	1	0.2%	1	1.3%	2
Will traffic congestion be addressed?	0.4%	3	0.5%	3	0.0%	0	0.6%	3	0.0%	0	0.5%	2	0.0%	0	0.2%	1	0.6%	1
Impact on school catchments	0.1%	1	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.6%	1
Will it impact on community spirit?	0.1%	1	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.0%	0
(None mentioned)	60.5%	454	58.7%	353	72.9%	51	61.7%	313	55.9%	71	59.4%	257	59.0%	85	61.1%	269	56.6%	90
(Don't know)	13.1%	98	13.6%	82	7.1%	5	13.6%	69	15.7%	20	14.3%	62	13.2%	19	14.3%	63	9.4%	15
Base:		750		601		70		507		127		433		144		440		159

Q32 Thinking about the future, provided you and other residents were fully consulted, do you think there could be a need to build some new homes in the area or estate where you live?

Yes	35.2%	264	34.3%	206	35.7%	25	34.3%	174	29.9%	38	33.9%	147	39.6%	57	36.1%	159	29.6%	47
No	64.8%	486	65.7%	395	64.3%	45	65.7%	333	70.1%	89	66.1%	286	60.4%	87	63.9%	281	70.4%	112
Base:		750		601		70		507		127		433		144		440		159

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	Total	Where I live:		Where I live:		Quality of home:		Quality of home:		Quality of shared space:		Quality of shared space:		Quality of housing services:		Quality of housing services:		
		Satisfied (Q06)	Dissatisfied (Q06)	Satisfied (Q09)	Dissatisfied (Q09)	Satisfied (Q09)	Dissatisfied (Q09)	Satisfied (Q13)	Dissatisfied (Q13)	Satisfied (Q13)	Dissatisfied (Q13)	Satisfied (Q17)	Dissatisfied (Q17)	Satisfied (Q17)	Dissatisfied (Q17)			
Q33 What type of new homes do you think could be needed?																		
<i>Those who feel there is a need to build more housing in their area at Q32</i>																		
Flats	27.7%	73	28.2%	58	24.0%	6	28.7%	50	21.1%	8	32.7%	48	24.6%	14	31.4%	50	21.3%	10
Family homes	18.6%	49	17.5%	36	28.0%	7	15.5%	27	36.8%	14	16.3%	24	14.0%	8	16.4%	26	25.5%	12
Social housing	15.2%	40	15.0%	31	16.0%	4	15.5%	27	13.2%	5	12.2%	18	15.8%	9	14.5%	23	12.8%	6
Affordable houses	15.2%	40	15.0%	31	24.0%	6	16.1%	28	13.2%	5	10.9%	16	22.8%	13	12.6%	20	14.9%	7
More council houses	10.6%	28	11.2%	23	8.0%	2	10.3%	18	10.5%	4	10.9%	16	12.3%	7	10.1%	16	12.8%	6
Small, single person homes / starter homes	8.0%	21	8.3%	17	4.0%	1	7.5%	13	7.9%	3	9.5%	14	8.8%	5	8.8%	14	4.3%	2
Bungalows	4.5%	12	3.4%	7	8.0%	2	2.9%	5	10.5%	4	3.4%	5	5.3%	3	3.8%	6	6.4%	3
Homes for the elderly	2.7%	7	3.4%	7	0.0%	0	4.0%	7	0.0%	0	4.1%	6	1.8%	1	3.8%	6	0.0%	0
Sheltered housing	1.9%	5	1.9%	4	0.0%	0	1.7%	3	0.0%	0	2.7%	4	1.8%	1	1.9%	3	4.3%	2
Any	1.5%	4	1.9%	4	0.0%	0	1.7%	3	0.0%	0	1.4%	2	1.8%	1	2.5%	4	0.0%	0
(Don't know)	5.3%	14	5.8%	12	0.0%	0	6.3%	11	2.6%	1	7.5%	11	1.8%	1	5.0%	8	6.4%	3
Base:		264		206		25		174		38		147		57		159		47

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live:		Where I live:		Quality of home:		Quality of home:		Quality of shared space:		Quality of shared space:		Quality of housing services:		Quality of housing services:		
		Satisfied (Q06)	Dissatisfied (Q06)	Satisfied (Q09)	Dissatisfied (Q09)	Satisfied (Q09)	Dissatisfied (Q09)	Satisfied (Q13)	Dissatisfied (Q13)	Satisfied (Q13)	Dissatisfied (Q13)	Satisfied (Q17)	Dissatisfied (Q17)	Satisfied (Q17)	Dissatisfied (Q17)	Satisfied (Q17)	Dissatisfied (Q17)	
Q34 What impact (positive or negative) do you think some new homes might have on the area or estate where you live?																		
There's no space for new housing	29.2%	219	30.0%	180	28.6%	20	29.8%	151	25.2%	32	29.8%	129	28.5%	41	25.5%	112	34.6%	55
Overcrowding	9.6%	72	9.0%	54	8.6%	6	8.9%	45	11.8%	15	9.0%	39	9.0%	13	9.3%	41	11.3%	18
Think it'd be a good thing	9.6%	72	10.6%	64	7.1%	5	9.7%	49	10.2%	13	10.4%	45	7.6%	11	11.8%	52	7.5%	12
More affordable housing is needed	6.9%	52	7.2%	43	5.7%	4	7.5%	38	4.7%	6	6.0%	26	8.3%	12	7.0%	31	6.3%	10
Think it'd be a bad thing	4.3%	32	4.5%	27	5.7%	4	5.1%	26	3.9%	5	4.9%	21	2.8%	4	3.6%	16	7.5%	12
Would give more homes for families	3.6%	27	3.3%	20	2.9%	2	3.4%	17	3.9%	5	3.0%	13	3.5%	5	3.4%	15	4.4%	7
Much needed homes for young people	2.4%	18	2.2%	13	0.0%	0	2.0%	10	1.6%	2	1.6%	7	3.5%	5	1.8%	8	1.3%	2
Build community spirit	2.0%	15	1.7%	10	0.0%	0	1.8%	9	2.4%	3	2.1%	9	1.4%	2	1.4%	6	1.3%	2
Will make the area look better	2.0%	15	2.0%	12	1.4%	1	1.0%	5	4.7%	6	1.4%	6	2.8%	4	2.0%	9	2.5%	4
Depends on who it attracts	1.9%	14	1.8%	11	4.3%	3	2.0%	10	2.4%	3	2.3%	10	2.8%	4	2.3%	10	1.3%	2
Already development going on	1.9%	14	1.5%	9	4.3%	3	1.6%	8	1.6%	2	1.2%	5	3.5%	5	1.6%	7	1.9%	3
Traffic congestion	1.5%	11	1.7%	10	1.4%	1	1.0%	5	0.8%	1	1.8%	8	0.7%	1	1.6%	7	0.6%	1
Would regenerate the area	1.2%	9	0.8%	5	4.3%	3	1.4%	7	0.8%	1	0.9%	4	0.7%	1	0.9%	4	1.3%	2
Good for the local economy	1.1%	8	0.8%	5	1.4%	1	0.8%	4	1.6%	2	1.4%	6	0.0%	0	1.1%	5	0.6%	1
Nowhere to park	0.9%	7	0.7%	4	2.9%	2	0.4%	2	2.4%	3	0.5%	2	0.7%	1	0.5%	2	3.1%	5
More housing for the older generation	0.5%	4	0.5%	3	1.4%	1	0.6%	3	0.8%	1	0.7%	3	0.0%	0	0.7%	3	0.6%	1
Improve peoples living standards	0.5%	4	0.3%	2	1.4%	1	0.6%	3	0.8%	1	0.5%	2	1.4%	2	0.7%	3	0.0%	0
Should focus on schools and hospitals	0.4%	3	0.5%	3	0.0%	0	0.4%	2	0.8%	1	0.2%	1	0.0%	0	0.5%	2	0.6%	1
Noise	0.4%	3	0.5%	3	0.0%	0	0.4%	2	0.8%	1	0.5%	2	0.7%	1	0.2%	1	0.0%	0
Building works will be disruptive	0.1%	1	0.0%	0	0.0%	0	0.0%	0	0.8%	1	0.0%	0	0.7%	1	0.0%	0	0.0%	0
(Don't know)	17.6%	132	18.0%	108	12.9%	9	19.1%	97	17.3%	22	19.6%	85	17.4%	25	20.9%	92	13.8%	22
(Nothing)	4.9%	37	4.7%	28	10.0%	7	5.1%	26	3.2%	4	4.4%	19	6.9%	10	5.0%	22	3.1%	5
Base:		750		601		70		507		127		433		144		440		159

Q35 Thinking about the future of the area or estate where you live, do you think there is a need for projects or activities that would create new local job opportunities?

Yes	47.5%	356	44.6%	268	57.1%	40	42.4%	215	59.8%	76	42.0%	182	59.0%	85	43.9%	193	54.1%	86
No	52.5%	394	55.4%	333	42.9%	30	57.6%	292	40.2%	51	58.0%	251	41.0%	59	56.1%	247	45.9%	73
Base:		750		601		70		507		127		433		144		440		159

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
Q36 What kinds of projects or activities do you think are needed locally? <i>Those who feel there is a need for more local job opportunities at Q35</i>																		
Youth clubs	18.5%	66	18.3%	49	10.0%	4	18.6%	40	17.1%	13	18.7%	34	17.6%	15	18.7%	36	19.8%	17
More aimed at children	7.3%	26	6.3%	17	7.5%	3	8.8%	19	7.9%	6	7.1%	13	8.2%	7	5.7%	11	12.8%	11
Community gym / leisure centre	5.9%	21	3.4%	9	15.0%	6	4.7%	10	10.5%	8	4.4%	8	9.4%	8	5.7%	11	5.8%	5
Apprenticeships	5.6%	20	6.0%	16	0.0%	0	6.5%	14	3.9%	3	5.5%	10	4.7%	4	3.6%	7	7.0%	6
Training for young people just leaving school	5.3%	19	4.1%	11	12.5%	5	2.8%	6	7.9%	6	3.3%	6	5.9%	5	6.2%	12	2.3%	2
Engage / attract local business	5.3%	19	4.9%	13	5.0%	2	6.0%	13	3.9%	3	7.1%	13	2.4%	2	6.7%	13	3.5%	3
Anything that gets someone a job	4.8%	17	5.6%	15	2.5%	1	4.7%	10	5.3%	4	4.9%	9	5.9%	5	4.1%	8	5.8%	5
Community centre	4.2%	15	3.0%	8	10.0%	4	2.8%	6	10.5%	8	3.8%	7	7.1%	6	4.1%	8	5.8%	5
Gardening work	3.4%	12	4.1%	11	0.0%	0	2.8%	6	3.9%	3	3.8%	7	0.0%	0	3.1%	6	4.7%	4
Workshops to help people get back to work	3.4%	12	2.6%	7	10.0%	4	1.9%	4	6.6%	5	1.6%	3	4.7%	4	3.1%	6	3.5%	3
Building projects	2.2%	8	3.0%	8	0.0%	0	1.9%	4	2.6%	2	1.6%	3	3.5%	3	2.1%	4	1.2%	1
Day care centres	2.0%	7	1.9%	5	5.0%	2	0.9%	2	3.9%	3	1.1%	2	1.2%	1	1.6%	3	3.5%	3
More / better use of open spaces	1.7%	6	2.2%	6	0.0%	0	1.9%	4	1.3%	1	1.6%	3	0.0%	0	2.1%	4	0.0%	0
IT learning schemes	0.8%	3	0.4%	1	5.0%	2	0.9%	2	1.3%	1	1.1%	2	1.2%	1	0.0%	0	2.3%	2
Adult learning	0.6%	2	0.7%	2	0.0%	0	0.5%	1	1.3%	1	0.0%	0	1.2%	1	0.0%	0	2.3%	2
Other	0.6%	2	0.7%	2	0.0%	0	0.9%	2	0.0%	0	1.1%	2	0.0%	0	1.0%	2	0.0%	0
Money management advice	0.3%	1	0.4%	1	0.0%	0	0.5%	1	0.0%	0	0.5%	1	0.0%	0	0.5%	1	0.0%	0
Sports events	0.3%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.5%	1	0.0%	0	0.0%	0	0.0%	0
Music events	0.3%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.5%	1	0.0%	0	0.0%	0	0.0%	0
(Don't know)	36.2%	129	39.6%	106	25.0%	10	40.0%	86	23.7%	18	39.6%	72	35.3%	30	39.9%	77	30.2%	26
Base:		356		268		40		215		76		182		85		193		86

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	Total	Where I live: (Q06)		Where I live: (Q06)		Quality of home: (Q09)		Quality of home: (Q09)		Quality of shared space: (Q13)		Quality of shared space: (Q13)		Quality of housing services: (Q17)		Quality of housing services: (Q17)		
INF How would you expect to find out about local news, or something that might affect where you live: [MR/PR]																		
<i>Main source</i>																		
From a local newspaper	29.2%	219	30.0%	180	34.3%	24	29.4%	149	29.1%	37	30.9%	134	27.8%	40	28.4%	125	30.2%	48
From the internet	12.9%	97	11.8%	71	14.3%	10	10.8%	55	16.5%	21	10.6%	46	16.7%	24	10.2%	45	15.7%	25
Council Newsletter	11.1%	83	10.8%	65	8.6%	6	12.2%	62	5.5%	7	10.6%	46	11.8%	17	11.8%	52	10.1%	16
From the radio, TV or national newspaper	7.1%	53	8.0%	48	4.3%	3	7.3%	37	7.1%	9	6.5%	28	6.9%	10	7.0%	31	9.4%	15
Letter from the council	6.1%	46	6.5%	39	2.9%	2	6.3%	32	7.1%	9	5.5%	24	6.9%	10	7.0%	31	5.7%	9
From a neighbour or visitor	3.5%	26	4.0%	24	1.4%	1	4.1%	21	2.4%	3	4.4%	19	2.1%	3	4.5%	20	1.9%	3
By being out and about in the community	3.2%	24	3.0%	18	2.9%	2	3.6%	18	2.4%	3	3.7%	16	3.5%	5	2.3%	10	1.9%	3
Council leaflet through letterbox	2.4%	18	2.2%	13	2.9%	2	1.8%	9	3.2%	4	1.8%	8	2.1%	3	1.6%	7	2.5%	4
Posters / notice boards	1.6%	12	1.2%	7	1.4%	1	1.8%	9	0.0%	0	0.7%	3	1.4%	2	1.8%	8	1.9%	3
Housing officer	0.9%	7	1.2%	7	0.0%	0	1.2%	6	0.8%	1	1.6%	7	0.0%	0	1.6%	7	0.0%	0
Email from the council	0.7%	5	0.7%	4	0.0%	0	0.4%	2	1.6%	2	0.7%	3	0.7%	1	0.2%	1	1.9%	3
Tenant meetings	0.5%	4	0.7%	4	0.0%	0	0.8%	4	0.0%	0	0.7%	3	0.0%	0	0.9%	4	0.0%	0
When in a local shop, café, hairdresser, etc.	0.3%	2	0.2%	1	0.0%	0	0.2%	1	0.8%	1	0.2%	1	0.0%	0	0.0%	0	0.6%	1
None mentioned / Don't know)	20.5%	154	20.0%	120	27.1%	19	20.1%	102	23.6%	30	21.9%	95	20.1%	29	22.5%	99	18.2%	29
Base:		750		601		70		507		127		433		144		440		159

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live:		Where I live:		Quality of		Quality of		Quality of		Quality of		Quality of		Quality of		
		Satisfied	Dissatisfied	Satisfied	Dissatisfied	home:	home:	shared space:	shared space:	shared space:	shared space:	housing	housing	housing	housing	housing	housing	
		(Q06)	(Q06)	(Q06)	(Q06)	(Q09)	(Q09)	(Q13)	(Q13)	(Q13)	(Q13)	services:	services:	services:	services:	services:	services:	
												Satisfied	Satisfied	Satisfied	Satisfied	Satisfied	Satisfied	
												(Q17)	(Q17)	(Q17)	(Q17)	(Q17)	(Q17)	
Other source(s)																		
From a local newspaper	10.7%	80	10.5%	63	7.1%	5	10.3%	52	12.6%	16	9.9%	43	11.8%	17	9.8%	43	8.2%	13
From the internet	8.4%	63	8.0%	48	7.1%	5	8.1%	41	6.3%	8	6.0%	26	13.2%	19	6.1%	27	10.7%	17
From the radio, TV or national newspaper	6.8%	51	6.8%	41	7.1%	5	6.9%	35	3.9%	5	7.6%	33	6.3%	9	6.1%	27	6.3%	10
From a neighbour or visitor	5.2%	39	5.8%	35	2.9%	2	5.1%	26	3.9%	5	5.3%	23	6.9%	10	4.1%	18	6.3%	10
Council Newsletter	3.1%	23	2.0%	12	8.6%	6	1.6%	8	5.5%	7	3.2%	14	4.2%	6	2.3%	10	3.8%	6
Letter from the council	1.9%	14	1.5%	9	4.3%	3	2.0%	10	1.6%	2	1.4%	6	3.5%	5	2.0%	9	1.9%	3
By being out and about in the community	1.6%	12	1.8%	11	0.0%	0	1.4%	7	1.6%	2	2.3%	10	1.4%	2	1.4%	6	1.9%	3
Posters / notice boards	1.2%	9	1.2%	7	1.4%	1	1.6%	8	0.8%	1	1.2%	5	1.4%	2	1.1%	5	1.3%	2
Council leaflet through letterbox	0.8%	6	0.8%	5	0.0%	0	0.8%	4	0.0%	0	0.7%	3	0.7%	1	0.7%	3	0.6%	1
Tenant meetings	0.7%	5	0.8%	5	0.0%	0	1.0%	5	0.0%	0	0.7%	3	0.7%	1	0.9%	4	0.6%	1
Phone call from the council	0.4%	3	0.5%	3	0.0%	0	0.2%	1	0.8%	1	0.5%	2	0.0%	0	0.5%	2	0.0%	0
When in a local shop, café, hairdresser, etc.	0.4%	3	0.3%	2	0.0%	0	0.6%	3	0.0%	0	0.5%	2	0.7%	1	0.7%	3	0.0%	0
When at work	0.3%	2	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0
Housing officer	0.3%	2	0.3%	2	0.0%	0	0.2%	1	0.8%	1	0.2%	1	0.7%	1	0.5%	2	0.0%	0
None mentioned / Don't know)	66.9%	502	66.7%	401	72.9%	51	67.3%	341	67.7%	86	67.7%	293	61.1%	88	70.9%	312	66.7%	106
Base:		750		601		70		507		127		433		144		440		159

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
Any source																		
From a local newspaper	39.9%	299	40.4%	243	41.4%	29	39.6%	201	41.7%	53	40.9%	177	39.6%	57	38.2%	168	38.4%	61
From the internet	21.3%	160	19.8%	119	21.4%	15	18.9%	96	22.8%	29	16.6%	72	29.9%	43	16.4%	72	26.4%	42
Council Newsletter	14.1%	106	12.8%	77	17.1%	12	13.8%	70	11.0%	14	13.9%	60	16.0%	23	14.1%	62	13.8%	22
From the radio, TV or national newspaper	13.9%	104	14.8%	89	11.4%	8	14.2%	72	11.0%	14	14.1%	61	13.2%	19	13.2%	58	15.7%	25
From a neighbour or visitor	8.7%	65	9.8%	59	4.3%	3	9.3%	47	6.3%	8	9.7%	42	9.0%	13	8.6%	38	8.2%	13
Letter from the council	8.0%	60	8.0%	48	7.1%	5	8.3%	42	8.7%	11	6.9%	30	10.4%	15	9.1%	40	7.5%	12
By being out and about in the community	4.8%	36	4.8%	29	2.9%	2	4.9%	25	3.9%	5	6.0%	26	4.9%	7	3.6%	16	3.8%	6
Council leaflet through letterbox	3.2%	24	3.0%	18	2.9%	2	2.6%	13	3.2%	4	2.5%	11	2.8%	4	2.3%	10	3.1%	5
Posters / notice boards	2.8%	21	2.3%	14	2.9%	2	3.4%	17	0.8%	1	1.8%	8	2.8%	4	3.0%	13	3.1%	5
Tenant meetings	1.2%	9	1.5%	9	0.0%	0	1.8%	9	0.0%	0	1.4%	6	0.7%	1	1.8%	8	0.6%	1
Housing officer	1.2%	9	1.5%	9	0.0%	0	1.4%	7	1.6%	2	1.8%	8	0.7%	1	2.0%	9	0.0%	0
Email from the council	0.7%	5	0.7%	4	0.0%	0	0.4%	2	1.6%	2	0.7%	3	0.7%	1	0.2%	1	1.9%	3
When in a local shop, café, hairdresser, etc.	0.7%	5	0.5%	3	0.0%	0	0.8%	4	0.8%	1	0.7%	3	0.7%	1	0.7%	3	0.6%	1
Phone call from the council	0.4%	3	0.5%	3	0.0%	0	0.2%	1	0.8%	1	0.5%	2	0.0%	0	0.5%	2	0.0%	0
When at work	0.3%	2	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0
Base:		750		601		70		507		127		433		144		440		159
GEN Gender																		
Male	37.9%	284	36.4%	219	35.7%	25	41.2%	209	21.3%	27	39.5%	171	34.7%	50	40.0%	176	35.2%	56
Female	62.1%	466	63.6%	382	64.3%	45	58.8%	298	78.7%	100	60.5%	262	65.3%	94	60.0%	264	64.8%	103
Base:		750		601		70		507		127		433		144		440		159
AGE Age:																		
18 - 25 years	4.3%	32	4.0%	24	10.0%	7	4.1%	21	7.1%	9	5.1%	22	3.5%	5	5.0%	22	2.5%	4
26 - 30 years	5.7%	43	5.5%	33	7.1%	5	5.3%	27	7.9%	10	5.3%	23	9.0%	13	3.9%	17	6.9%	11
31 - 40 years	12.7%	95	10.3%	62	18.6%	13	10.1%	51	22.0%	28	11.3%	49	13.9%	20	10.2%	45	14.5%	23
41 - 50 years	14.4%	108	13.8%	83	20.0%	14	12.2%	62	18.1%	23	12.9%	56	16.7%	24	13.2%	58	18.2%	29
51 - 60 years	19.3%	145	19.1%	115	14.3%	10	17.9%	91	18.9%	24	16.9%	73	25.0%	36	16.1%	71	25.8%	41
61 - 70 years	15.5%	116	17.0%	102	7.1%	5	16.2%	82	9.4%	12	15.0%	65	14.6%	21	17.7%	78	10.7%	17
Over 70 years	23.5%	176	25.5%	153	17.1%	12	28.4%	144	14.2%	18	28.9%	125	11.1%	16	28.6%	126	18.2%	29
(Refused)	4.7%	35	4.8%	29	5.7%	4	5.7%	29	2.4%	3	4.6%	20	6.3%	9	5.2%	23	3.1%	5
Base:		750		601		70		507		127		433		144		440		159

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
Mean score (people):																		
Q37 Including yourself, how many people live in your household? [PR]																		
1	37.7%	283	39.1%	235	28.6%	20	42.6%	216	24.4%	31	43.4%	188	26.4%	38	40.9%	180	34.0%	54
2	22.8%	171	22.6%	136	18.6%	13	24.3%	123	18.9%	24	23.3%	101	21.5%	31	24.1%	106	18.2%	29
3	15.5%	116	14.5%	87	20.0%	14	11.8%	60	22.8%	29	12.0%	52	20.1%	29	12.7%	56	21.4%	34
4	7.2%	54	6.5%	39	14.3%	10	5.5%	28	12.6%	16	5.1%	22	10.4%	15	6.4%	28	10.1%	16
5	5.3%	40	5.3%	32	8.6%	6	3.7%	19	10.2%	13	3.7%	16	7.6%	11	4.8%	21	5.0%	8
6	1.5%	11	1.5%	9	0.0%	0	1.6%	8	1.6%	2	1.4%	6	1.4%	2	0.9%	4	2.5%	4
7	0.4%	3	0.3%	2	1.4%	1	0.0%	0	0.8%	1	0.5%	2	0.7%	1	0.5%	2	0.6%	1
8	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
9	0.1%	1	0.0%	0	1.4%	1	0.0%	0	0.8%	1	0.0%	0	0.7%	1	0.0%	0	0.6%	1
More than 9	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	9.5%	71	10.2%	61	7.1%	5	10.5%	53	7.9%	10	10.6%	46	11.1%	16	9.8%	43	7.5%	12
Mean:		2.19		2.13		2.68		1.98		2.76		1.97		2.58		2.05		2.44
Base:		750		601		70		507		127		433		144		440		159
Mean score (people, excludes 'none'):																		
Q38 How many are under 16? [PR]																		
1	8.9%	67	7.5%	45	17.1%	12	7.1%	36	14.2%	18	8.8%	38	6.9%	10	7.5%	33	10.7%	17
2	6.4%	48	5.5%	33	12.9%	9	4.3%	22	13.4%	17	6.0%	26	8.3%	12	5.9%	26	7.5%	12
3	3.3%	25	3.3%	20	4.3%	3	2.4%	12	7.1%	9	1.8%	8	4.2%	6	2.5%	11	4.4%	7
4	0.9%	7	0.7%	4	2.9%	2	0.8%	4	2.4%	3	0.5%	2	2.8%	4	0.5%	2	1.9%	3
5	0.3%	2	0.3%	2	0.0%	0	0.0%	0	0.8%	1	0.2%	1	0.7%	1	0.0%	0	1.3%	2
More than 5	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
None	70.4%	528	72.4%	435	54.3%	38	75.0%	380	52.8%	67	71.8%	311	66.0%	95	73.4%	323	66.0%	105
(Refused)	9.7%	73	10.3%	62	8.6%	6	10.5%	53	9.4%	12	10.9%	47	11.1%	16	10.2%	45	8.2%	13
Mean:		2.85		2.89		2.81		2.78		3.00		2.69		3.21		2.75		3.05
Base:		750		601		70		507		127		433		144		440		159

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)			
Mean score (people, excludes 'none'):																			
Q39 How many are between 16-21? [PR]																			
1	8.7%	65	8.0%	48	14.3%	10	8.1%	41	10.2%	13	6.9%	30	10.4%	15	7.5%	33	7.5%	12	
2	1.7%	13	1.3%	8	4.3%	3	1.0%	5	2.4%	3	0.9%	4	2.1%	3	1.8%	8	2.5%	4	
3	0.3%	2	0.3%	2	0.0%	0	0.2%	1	0.8%	1	0.2%	1	0.0%	0	0.0%	0	1.3%	2	
4	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	
5	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	
More than 5	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	
None	79.5%	596	80.0%	481	71.4%	50	79.9%	405	78.0%	99	81.1%	351	75.7%	109	80.2%	353	80.5%	128	
(Refused)	9.9%	74	10.3%	62	10.0%	7	10.8%	55	8.7%	11	10.9%	47	11.8%	17	10.5%	46	8.2%	13	
<i>Mean:</i>			2.21		2.21		2.23		2.15		2.29		2.17		2.17		2.20		2.44
Base:		750		601		70		507		127		433		144		440		159	

Mean score (people, excludes 'none'):																			
Q40 How many are between 22-64? [PR]																			
1	34.0%	255	32.8%	197	37.1%	26	33.5%	170	36.2%	46	33.9%	147	34.7%	50	30.9%	136	37.1%	59	
2	21.1%	158	20.5%	123	22.9%	16	18.7%	95	27.6%	35	18.0%	78	25.0%	36	18.9%	83	25.8%	41	
3	5.6%	42	5.0%	30	7.1%	5	4.3%	22	9.4%	12	3.9%	17	11.1%	16	4.3%	19	6.3%	10	
4	2.3%	17	2.3%	14	4.3%	3	1.2%	6	3.2%	4	1.4%	6	3.5%	5	2.5%	11	2.5%	4	
5	0.4%	3	0.5%	3	0.0%	0	0.2%	1	0.8%	1	0.2%	1	1.4%	2	0.0%	0	1.3%	2	
More than 5	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	
None	26.5%	199	28.3%	170	18.6%	13	31.0%	157	14.2%	18	31.6%	137	11.8%	17	32.7%	144	18.2%	29	
(Refused)	10.1%	76	10.6%	64	10.0%	7	11.0%	56	8.7%	11	10.9%	47	12.5%	18	10.7%	47	8.8%	14	
<i>Mean:</i>			2.64		2.65		2.70		2.55		2.77		2.54		2.83		2.62		2.70
Base:		750		601		70		507		127		433		144		440		159	

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)			
Mean score (people, excludes 'none'):																			
Q41 How many are 65 and over? [PR]																			
1	30.0%	225	32.4%	195	22.9%	16	34.7%	176	17.3%	22	34.6%	150	22.2%	32	34.8%	153	25.8%	41	
2	6.4%	48	6.5%	39	4.3%	3	7.1%	36	3.2%	4	5.5%	24	2.8%	4	7.5%	33	4.4%	7	
3	0.1%	1	0.2%	1	0.0%	0	0.0%	0	0.8%	1	0.2%	1	0.0%	0	0.2%	1	0.0%	0	
4	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	
5	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	
More than 5	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	
None	53.5%	401	50.3%	302	62.9%	44	47.3%	240	70.1%	89	49.0%	212	62.5%	90	47.0%	207	61.0%	97	
(Refused)	10.0%	75	10.6%	64	10.0%	7	10.8%	55	8.7%	11	10.6%	46	12.5%	18	10.5%	46	8.8%	14	
<i>Mean:</i>			<i>2.18</i>		<i>2.17</i>		<i>2.16</i>		<i>2.17</i>		<i>2.22</i>		<i>2.15</i>		<i>2.11</i>		<i>2.19</i>		<i>2.15</i>
<i>Base:</i>		750		601		70		507		127		433		144		440		159	

Mean score (people, excludes 'none'):																			
Q42 Please say how many members of your household are: [PR]																			
<i>In school</i>																			
None	74.0%	555	75.5%	454	62.9%	44	77.5%	393	59.8%	76	76.0%	329	67.4%	97	77.0%	339	69.2%	110	
One	6.7%	50	6.0%	36	8.6%	6	4.7%	24	11.0%	14	5.3%	23	7.6%	11	5.0%	22	10.1%	16	
Two	5.5%	41	4.5%	27	11.4%	8	3.9%	20	11.8%	15	4.9%	21	8.3%	12	5.0%	22	6.3%	10	
Three	3.3%	25	3.0%	18	7.1%	5	2.4%	12	7.9%	10	2.3%	10	4.2%	6	2.5%	11	4.4%	7	
Four	0.7%	5	0.7%	4	0.0%	0	0.8%	4	0.0%	0	0.5%	2	1.4%	2	0.2%	1	1.3%	2	
Five	0.1%	1	0.2%	1	0.0%	0	0.0%	0	0.8%	1	0.2%	1	0.0%	0	0.0%	0	0.6%	1	
Six or more	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	
(Refused)	9.7%	73	10.2%	61	10.0%	7	10.7%	54	8.7%	11	10.9%	47	11.1%	16	10.2%	45	8.2%	13	
<i>Mean:</i>			<i>1.90</i>		<i>1.92</i>		<i>1.95</i>		<i>1.93</i>		<i>1.98</i>		<i>1.89</i>		<i>1.97</i>		<i>1.84</i>		<i>1.94</i>
<i>Base:</i>		750		601		70		507		127		433		144		440		159	

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
In higher or further education																		
None	80.3%	602	81.5%	490	68.6%	48	81.3%	412	77.2%	98	81.5%	353	75.0%	108	81.4%	358	79.2%	126
One	8.7%	65	7.3%	44	17.1%	12	7.1%	36	11.8%	15	7.2%	31	12.5%	18	6.8%	30	10.7%	17
Two	0.9%	7	0.8%	5	1.4%	1	0.8%	4	0.8%	1	0.5%	2	0.7%	1	1.4%	6	0.6%	1
Three	0.4%	3	0.3%	2	1.4%	1	0.4%	2	0.8%	1	0.2%	1	0.0%	0	0.2%	1	1.3%	2
Four	0.1%	1	0.0%	0	1.4%	1	0.0%	0	0.8%	1	0.0%	0	0.7%	1	0.2%	1	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more (Refused)	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Mean:		1.21		1.18		1.40		1.19		1.33		1.12		1.20		1.29		1.25
Base:		750		601		70		507		127		433		144		440		159
In vocational training																		
None	90.0%	675	89.9%	540	90.0%	63	89.3%	453	90.6%	115	88.9%	385	88.9%	128	89.8%	395	91.2%	145
One	0.4%	3	0.2%	1	0.0%	0	0.2%	1	0.8%	1	0.5%	2	0.0%	0	0.2%	1	0.6%	1
Two	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Three	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more (Refused)	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Mean:		1.00		1.00		0.00		1.00		1.00		1.00		0.00		1.00		1.00
Base:		750		601		70		507		127		433		144		440		159
In another type of education or training																		
None	89.6%	672	89.4%	537	88.6%	62	89.0%	451	90.6%	115	88.9%	385	88.2%	127	89.3%	393	89.9%	143
One	0.7%	5	0.5%	3	1.4%	1	0.6%	3	0.8%	1	0.2%	1	0.7%	1	0.5%	2	1.9%	3
Two	0.1%	1	0.2%	1	0.0%	0	0.0%	0	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0
Three	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more (Refused)	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Mean:		1.17		1.25		1.00		1.00		1.00		1.50		1.00		1.33		1.00
Base:		750		601		70		507		127		433		144		440		159

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
Not in education or training																		
None	66.8%	501	66.6%	400	68.6%	48	63.9%	324	71.7%	91	66.7%	289	61.8%	89	66.8%	294	64.8%	103
One	13.9%	104	13.6%	82	11.4%	8	15.6%	79	10.2%	13	13.9%	60	16.7%	24	14.3%	63	17.0%	27
Two	6.7%	50	7.0%	42	7.1%	5	7.7%	39	5.5%	7	6.7%	29	5.6%	8	6.4%	28	6.9%	11
Three	2.0%	15	1.7%	10	1.4%	1	1.8%	9	2.4%	3	1.2%	5	3.5%	5	1.4%	6	1.9%	3
Four	1.1%	8	1.2%	7	1.4%	1	0.6%	3	1.6%	2	0.9%	4	1.4%	2	1.1%	5	1.3%	2
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more (Refused)	9.6%	72	10.0%	60	10.0%	7	10.5%	53	8.7%	11	10.6%	46	11.1%	16	10.0%	44	8.2%	13
Mean:		1.59		1.59		1.67		1.51		1.76		1.52		1.62		1.54		1.53
Base:		750		601		70		507		127		433		144		440		159

Mean score (people, excludes 'none'):

Q43 Please say how many members of your household are: [PR]

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Working in full time employment

None	56.1%	421	56.6%	340	60.0%	42	59.6%	302	52.0%	66	61.0%	264	41.7%	60	59.8%	263	47.8%	76
One	22.0%	165	20.5%	123	21.4%	15	19.7%	100	22.0%	28	19.2%	83	25.0%	36	20.2%	89	26.4%	42
Two	9.1%	68	9.5%	57	5.7%	4	7.5%	38	12.6%	16	7.6%	33	14.6%	21	7.0%	31	13.2%	21
Three	1.9%	14	1.8%	11	2.9%	2	2.2%	11	1.6%	2	0.9%	4	4.2%	6	2.0%	9	1.9%	3
Four	0.9%	7	1.2%	7	0.0%	0	0.6%	3	1.6%	2	0.5%	2	2.8%	4	0.9%	4	1.3%	2
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more (Refused)	10.0%	75	10.5%	63	10.0%	7	10.5%	53	10.2%	13	10.9%	47	11.8%	17	10.0%	44	9.4%	15
Mean:		1.46		1.51		1.38		1.45		1.54		1.39		1.67		1.46		1.49
Base:		750		601		70		507		127		433		144		440		159

Working in part time employment

None	75.6%	567	75.9%	456	71.4%	50	78.3%	397	68.5%	87	74.4%	322	73.6%	106	78.0%	343	72.3%	115
One	13.2%	99	12.5%	75	15.7%	11	10.5%	53	18.9%	24	13.6%	59	12.5%	18	11.1%	49	17.0%	27
Two	1.1%	8	1.0%	6	2.9%	2	0.6%	3	2.4%	3	0.9%	4	2.1%	3	0.7%	3	1.3%	2
Three	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more (Refused)	10.1%	76	10.6%	64	10.0%	7	10.7%	54	10.2%	13	11.1%	48	11.8%	17	10.2%	45	9.4%	15
Mean:		1.07		1.07		1.15		1.05		1.11		1.06		1.14		1.06		1.07
Base:		750		601		70		507		127		433		144		440		159

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
Working in self-employment																		
None	87.6%	657	87.4%	525	87.1%	61	87.8%	445	86.6%	110	86.8%	376	85.4%	123	88.2%	388	86.8%	138
One	2.3%	17	2.0%	12	2.9%	2	1.6%	8	3.2%	4	2.1%	9	2.8%	4	1.6%	7	3.8%	6
Two	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Three	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	10.1%	76	10.6%	64	10.0%	7	10.7%	54	10.2%	13	11.1%	48	11.8%	17	10.2%	45	9.4%	15
Mean:		1.00		1.00		1.00		1.00		1.00		1.00		1.00		1.00		1.00
Base:		750		601		70		507		127		433		144		440		159
Not working (EXCLUDES RETIRED)																		
None	69.9%	524	70.9%	426	62.9%	44	72.6%	368	59.1%	75	73.9%	320	65.3%	94	72.5%	319	71.1%	113
One	12.9%	97	12.0%	72	20.0%	14	9.7%	49	22.8%	29	11.1%	48	13.2%	19	11.1%	49	13.2%	21
Two	4.8%	36	4.7%	28	2.9%	2	4.7%	24	5.5%	7	2.8%	12	6.9%	10	3.4%	15	5.7%	9
Three	0.9%	7	0.7%	4	2.9%	2	1.2%	6	0.8%	1	0.7%	3	1.4%	2	1.1%	5	0.0%	0
Four	0.8%	6	0.7%	4	1.4%	1	0.4%	2	1.6%	2	0.5%	2	0.7%	1	0.9%	4	0.6%	1
Five	0.4%	3	0.3%	2	0.0%	0	0.6%	3	0.0%	0	0.0%	0	0.7%	1	0.5%	2	0.0%	0
Six or more	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	10.3%	77	10.8%	65	10.0%	7	10.8%	55	10.2%	13	11.1%	48	11.8%	17	10.5%	46	9.4%	15
Mean:		1.54		1.51		1.47		1.64		1.38		1.37		1.64		1.60		1.39
Base:		750		601		70		507		127		433		144		440		159
Not working - retired																		
None	44.9%	337	42.3%	254	51.4%	36	38.9%	197	60.6%	77	39.3%	170	55.6%	80	37.7%	166	56.0%	89
One	37.3%	280	39.3%	236	31.4%	22	42.2%	214	23.6%	30	42.3%	183	28.5%	41	43.4%	191	28.3%	45
Two	7.3%	55	7.7%	46	5.7%	4	8.1%	41	4.7%	6	7.4%	32	3.5%	5	8.4%	37	5.7%	9
Three	0.1%	1	0.0%	0	1.4%	1	0.0%	0	0.8%	1	0.0%	0	0.7%	1	0.0%	0	0.6%	1
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	10.3%	77	10.8%	65	10.0%	7	10.8%	55	10.2%	13	11.1%	48	11.8%	17	10.5%	46	9.4%	15
Mean:		1.17		1.16		1.22		1.16		1.22		1.15		1.15		1.16		1.20
Base:		750		601		70		507		127		433		144		440		159

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live:		Where I live:		Quality of home:		Quality of home:		Quality of shared space:		Quality of shared space:		Quality of housing services:		Quality of housing services:	
		Satisfied (Q06)	Dissatisfied (Q06)	Satisfied (Q09)	Dissatisfied (Q09)	Satisfied (Q09)	Dissatisfied (Q09)	Satisfied (Q13)	Dissatisfied (Q13)	Satisfied (Q13)	Dissatisfied (Q13)	Satisfied (Q17)	Dissatisfied (Q17)	Satisfied (Q17)	Dissatisfied (Q17)	Satisfied (Q17)	Dissatisfied (Q17)

Mean score (people, excludes 'none'):

Q44 Please say how many members of your household are: [PR]

Chronically sick or suffering a long term limiting illness

None	73.6%	552	72.0%	433	77.1%	54	71.6%	363	77.2%	98	74.1%	321	71.5%	103	72.5%	319	76.1%	121
One	13.1%	98	14.0%	84	8.6%	6	14.0%	71	10.2%	13	11.5%	50	14.6%	21	13.6%	60	10.7%	17
Two	1.9%	14	1.8%	11	2.9%	2	2.0%	10	1.6%	2	1.4%	6	1.4%	2	1.8%	8	2.5%	4
Three	0.5%	4	0.5%	3	1.4%	1	0.6%	3	0.8%	1	0.5%	2	0.7%	1	0.5%	2	1.3%	2
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	10.9%	82	11.6%	70	10.0%	7	11.8%	60	10.2%	13	12.5%	54	11.8%	17	11.6%	51	9.4%	15
<i>Mean:</i>		<i>1.19</i>		<i>1.17</i>		<i>1.44</i>		<i>1.19</i>		<i>1.25</i>		<i>1.17</i>		<i>1.17</i>		<i>1.17</i>		<i>1.35</i>
Base:		750		601		70		507		127		433		144		440		159

In generally poor health with a disability

None	75.1%	563	75.0%	451	68.6%	48	72.8%	369	78.7%	100	73.0%	316	78.5%	113	73.4%	323	81.1%	129
One	12.8%	96	11.8%	71	21.4%	15	13.8%	70	11.0%	14	13.2%	57	9.7%	14	13.4%	59	8.2%	13
Two	1.1%	8	1.3%	8	0.0%	0	1.4%	7	0.0%	0	1.2%	5	0.0%	0	1.4%	6	1.3%	2
Three	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	11.1%	83	11.8%	71	10.0%	7	12.0%	61	10.2%	13	12.7%	55	11.8%	17	11.8%	52	9.4%	15
<i>Mean:</i>		<i>1.08</i>		<i>1.10</i>		<i>1.00</i>		<i>1.09</i>		<i>1.00</i>		<i>1.08</i>		<i>1.00</i>		<i>1.09</i>		<i>1.13</i>
Base:		750		601		70		507		127		433		144		440		159

In generally poor health without a disability

None	83.6%	627	83.2%	500	78.6%	55	83.6%	424	79.5%	101	81.3%	352	82.6%	119	83.4%	367	84.3%	134
One	4.9%	37	4.7%	28	10.0%	7	4.1%	21	8.7%	11	5.8%	25	4.9%	7	4.5%	20	6.3%	10
Two	0.4%	3	0.3%	2	1.4%	1	0.2%	1	1.6%	2	0.2%	1	0.7%	1	0.2%	1	0.0%	0
Three	0.1%	1	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	10.9%	82	11.6%	70	10.0%	7	11.8%	60	10.2%	13	12.5%	54	11.8%	17	11.6%	51	9.4%	15
<i>Mean:</i>		<i>1.12</i>		<i>1.13</i>		<i>1.13</i>		<i>1.13</i>		<i>1.15</i>		<i>1.11</i>		<i>1.13</i>		<i>1.14</i>		<i>1.00</i>
Base:		750		601		70		507		127		433		144		440		159

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	Where I live: Satisfied (Q06)		Where I live: Dissatisfied (Q06)		Quality of home: Satisfied (Q09)		Quality of home: Dissatisfied (Q09)		Quality of shared space: Satisfied (Q13)		Quality of shared space: Dissatisfied (Q13)		Quality of housing services: Satisfied (Q17)		Quality of housing services: Dissatisfied (Q17)		
<i>In generally good health but with a disability</i>																		
None	83.2%	624	82.4%	495	84.3%	59	82.2%	417	83.5%	106	82.0%	355	84.0%	121	83.0%	365	81.8%	130
One	5.5%	41	5.7%	34	5.7%	4	5.5%	28	6.3%	8	5.3%	23	4.2%	6	5.0%	22	8.8%	14
Two	0.4%	3	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.2%	1	0.0%	0	0.5%	2	0.0%	0
Three	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more (Refused)	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Mean:		1.07		1.06		1.00		1.07		1.00		1.04		1.00		1.08		1.00
Base:		750		601		70		507		127		433		144		440		159
<i>In generally good health</i>																		
None	20.9%	157	21.3%	128	22.9%	16	23.5%	119	17.3%	22	22.2%	96	12.5%	18	22.5%	99	17.6%	28
One	27.6%	207	28.8%	173	18.6%	13	30.4%	154	15.7%	20	31.2%	135	20.1%	29	29.3%	129	26.4%	42
Two	18.0%	135	17.1%	103	17.1%	12	17.6%	89	22.0%	28	17.1%	74	24.3%	35	18.0%	79	16.4%	26
Three	11.1%	83	10.0%	60	14.3%	10	7.9%	40	15.0%	19	9.0%	39	13.9%	20	9.5%	42	14.5%	23
Four	5.9%	44	5.7%	34	10.0%	7	5.3%	27	8.7%	11	3.5%	15	9.7%	14	4.8%	21	8.8%	14
Five	4.3%	32	4.2%	25	5.7%	4	2.6%	13	9.4%	12	3.5%	15	4.9%	7	3.4%	15	5.0%	8
Six or more (Refused)	1.3%	10	1.3%	8	1.4%	1	1.0%	5	1.6%	2	1.2%	5	2.8%	4	0.9%	4	1.9%	3
Mean:		2.20		2.15		2.57		2.00		2.71		2.00		2.51		2.06		2.39
Base:		750		601		70		507		127		433		144		440		159
NUM As this is a confidential survey, I cannot pass on your concerns directly. But if you want more information, I can give you some telephone numbers. Would you like these numbers? [PR]																		
Yes - Independent tenant's advisor 0800 731 1619 or the Commission on 020 8753 1418	15.5%	116	15.5%	93	14.3%	10	14.6%	74	22.8%	29	15.0%	65	16.7%	24	15.5%	68	17.0%	27
No	84.5%	634	84.5%	508	85.7%	60	85.4%	433	77.2%	98	85.0%	368	83.3%	120	84.5%	372	83.0%	132
Base:		750		601		70		507		127		433		144		440		159

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Hammersmith & Fulham Housing Survey

Property

Research results for

SKV Communications

October 2015

Prepared by
Richard Lindsay



NEMS is a Market
Research Society
Company Partner

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	High rise flat (Q03)	Medium rise flat (Q03)	House or bungalow (Q03)	Part of an estate (Q04)	Individual street property (Q04)	Sheltered scheme (Q04)
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Mean score (years): [1, 3, 8, 15]

Q01 How long have you lived at this address? [PR]

Under 1 year	4.1%	31	5.9%	7	4.1%	19	2.7%	4	5.1%	25	2.7%	6	0.0%	0
Between 1 and 5 years	16.3%	122	18.6%	22	19.4%	91	6.1%	9	15.8%	77	13.2%	29	37.2%	16
Between 6 and 10 years	14.5%	109	16.1%	19	15.2%	71	12.2%	18	12.1%	59	17.7%	39	25.6%	11
Over 10 years	65.1%	488	59.3%	70	61.3%	287	78.9%	116	66.9%	326	66.4%	146	37.2%	16
<i>Mean:</i>		<i>11.45</i>		<i>10.81</i>		<i>11.04</i>		<i>13.03</i>		<i>11.54</i>		<i>11.80</i>		<i>8.74</i>
Base:		750		118		468		147		487		220		43

Q02 Which of the following describes you? [PR]

Tenant of the Council	81.5%	611	84.7%	100	77.4%	362	93.2%	137	79.9%	389	81.4%	179	100.0%	43
Leaseholder	18.5%	139	15.3%	18	22.7%	106	6.8%	10	20.1%	98	18.6%	41	0.0%	0
Other	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Base:		750		118		468		147		487		220		43

Q03 Which of the following best describes the type of property you live in: [PR]

Flat in high rise block (block with more than five storeys)	15.7%	118	100.0%	118	0.0%	0	0.0%	0	20.5%	100	7.3%	16	4.7%	2
Flat in medium rise block (block with five storeys or less)	62.4%	468	0.0%	0	100.0%	468	0.0%	0	66.3%	323	48.6%	107	88.4%	38
House or bungalow	19.6%	147	0.0%	0	0.0%	0	100.0%	147	11.1%	54	40.9%	90	7.0%	3
Other	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Maisonette	2.0%	15	0.0%	0	0.0%	0	0.0%	0	1.8%	9	2.7%	6	0.0%	0
Flat in a house	0.3%	2	0.0%	0	0.0%	0	0.0%	0	0.2%	1	0.5%	1	0.0%	0
Base:		750		118		468		147		487		220		43

Q04 Is the property you live in: [PR]

Part of an estate	64.9%	487	84.7%	100	69.0%	323	36.7%	54	100.0%	487	0.0%	0	0.0%	0
An individual street property, or part of one	29.3%	220	13.6%	16	22.9%	107	61.2%	90	0.0%	0	100.0%	220	0.0%	0
In a sheltered scheme	5.7%	43	1.7%	2	8.1%	38	2.0%	3	0.0%	0	0.0%	0	100.0%	43
Base:		750		118		468		147		487		220		43

Mean score (bedrooms): [1, 2, 3, 4, 6]

Q05 How many bedrooms does your property have? [PR]

Bedsit	1.3%	10	1.7%	2	1.5%	7	0.7%	1	1.4%	7	1.4%	3	0.0%	0
1	32.9%	247	39.0%	46	38.0%	178	13.6%	20	30.8%	150	25.5%	56	95.3%	41
2	37.5%	281	50.8%	60	37.6%	176	25.2%	37	42.3%	206	33.6%	74	2.3%	1
3	23.1%	173	8.5%	10	19.4%	91	45.6%	67	20.5%	100	32.7%	72	2.3%	1
4	4.7%	35	0.0%	0	3.2%	15	13.6%	20	4.9%	24	5.0%	11	0.0%	0
More than 4	0.5%	4	0.0%	0	0.2%	1	1.4%	2	0.0%	0	1.8%	4	0.0%	0
<i>Mean:</i>		<i>2.02</i>		<i>1.69</i>		<i>1.89</i>		<i>2.65</i>		<i>2.00</i>		<i>2.25</i>		<i>1.07</i>
Base:		750		118		468		147		487		220		43

Mean score: [Very satisfied = 2, Satisfied = 1, Neither = 0, Dissatisfied = -1, Very dissatisfied = -2]

Q06 In overall terms, how satisfied or dissatisfied are you with where you live, i.e. your home and where it is? [PR]

Very satisfied	47.5%	356	41.5%	49	45.9%	215	54.4%	80	42.9%	209	51.8%	114	76.7%	33
Satisfied	32.7%	245	32.2%	38	33.1%	155	32.7%	48	34.1%	166	33.2%	73	14.0%	6
Neither satisfied nor dissatisfied	10.5%	79	15.3%	18	10.9%	51	6.8%	10	12.3%	60	8.2%	18	2.3%	1
Dissatisfied	5.6%	42	7.6%	9	6.2%	29	2.7%	4	6.6%	32	3.6%	8	4.7%	2
Very dissatisfied	3.7%	28	3.4%	4	3.8%	18	3.4%	5	4.1%	20	3.2%	7	2.3%	1
<i>Mean:</i>		<i>1.15</i>		<i>1.01</i>		<i>1.11</i>		<i>1.32</i>		<i>1.05</i>		<i>1.27</i>		<i>1.58</i>
Base:		750		118		468		147		487		220		43

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	High rise flat (Q03)		Medium rise flat (Q03)		House or bungalow (Q03)		Part of an estate (Q04)		Individual street property (Q04)		Sheltered scheme (Q04)		
Q07 What do you like most about your home and your PROPERTY TYPE MENTIONED AT Q04?														
<i>Those who answered 'part of an estate' at Q04</i>														
Central / close to amenities	12.7%	62	15.0%	15	14.2%	46	1.9%	1	12.7%	62	0.0%	0	0.0%	0
Good location	12.3%	60	15.0%	15	12.7%	41	5.6%	3	12.3%	60	0.0%	0	0.0%	0
Everything	11.1%	54	10.0%	10	10.2%	33	16.7%	9	11.1%	54	0.0%	0	0.0%	0
Nice area / estate	10.5%	51	6.0%	6	12.4%	40	5.6%	3	10.5%	51	0.0%	0	0.0%	0
It's a quiet area / estate	10.5%	51	9.0%	9	10.2%	33	14.8%	8	10.5%	51	0.0%	0	0.0%	0
Familiarity with the area / estate	5.7%	28	5.0%	5	5.0%	16	9.3%	5	5.7%	28	0.0%	0	0.0%	0
Suited to my needs	4.7%	23	5.0%	5	4.6%	15	5.6%	3	4.7%	23	0.0%	0	0.0%	0
Good neighbours / community spirit	4.5%	22	6.0%	6	2.2%	7	14.8%	8	4.5%	22	0.0%	0	0.0%	0
(Don't know)	3.5%	17	5.0%	5	3.7%	12	0.0%	0	3.5%	17	0.0%	0	0.0%	0
Good transport links	3.1%	15	3.0%	3	3.7%	12	0.0%	0	3.1%	15	0.0%	0	0.0%	0
Attractive area / estate	3.1%	15	5.0%	5	2.8%	9	0.0%	0	3.1%	15	0.0%	0	0.0%	0
Design of home	2.9%	14	2.0%	2	3.1%	10	3.7%	2	2.9%	14	0.0%	0	0.0%	0
Safe	2.3%	11	2.0%	2	2.8%	9	0.0%	0	2.3%	11	0.0%	0	0.0%	0
Green / open areas	1.4%	7	3.0%	3	1.2%	4	0.0%	0	1.4%	7	0.0%	0	0.0%	0
Nice atmosphere	1.0%	5	1.0%	1	0.6%	2	3.7%	2	1.0%	5	0.0%	0	0.0%	0
Good sized property	0.8%	4	1.0%	1	0.6%	2	1.9%	1	0.8%	4	0.0%	0	0.0%	0
Garden space	0.4%	2	0.0%	0	0.3%	1	1.9%	1	0.4%	2	0.0%	0	0.0%	0
Good accessibility	0.4%	2	0.0%	0	0.6%	2	0.0%	0	0.4%	2	0.0%	0	0.0%	0
(Nothing)	9.0%	44	7.0%	7	9.0%	29	14.8%	8	9.0%	44	0.0%	0	0.0%	0
Base:		487		100		323		54		487		0		0

Q07 What do you like most about your home and your PROPERTY TYPE MENTIONED AT Q04?

Those who answered 'an individual property, or part of one' at Q04

Nice area / estate	14.1%	31	25.0%	4	15.0%	16	12.2%	11	0.0%	0	14.1%	31	0.0%	0
It's a quiet area / estate	12.3%	27	6.3%	1	10.3%	11	12.2%	11	0.0%	0	12.3%	27	0.0%	0
Good location	11.4%	25	0.0%	0	11.2%	12	14.4%	13	0.0%	0	11.4%	25	0.0%	0
Everything	10.0%	22	12.5%	2	12.2%	13	7.8%	7	0.0%	0	10.0%	22	0.0%	0
Central / close to amenities	8.2%	18	6.3%	1	12.2%	13	3.3%	3	0.0%	0	8.2%	18	0.0%	0
Design of home	5.9%	13	6.3%	1	8.4%	9	3.3%	3	0.0%	0	5.9%	13	0.0%	0
Suited to my needs	5.5%	12	0.0%	0	3.7%	4	8.9%	8	0.0%	0	5.5%	12	0.0%	0
Good neighbours / community spirit	5.0%	11	0.0%	0	3.7%	4	7.8%	7	0.0%	0	5.0%	11	0.0%	0
(Don't know)	3.2%	7	0.0%	0	2.8%	3	4.4%	4	0.0%	0	3.2%	7	0.0%	0
Attractive area / estate	2.7%	6	6.3%	1	1.9%	2	3.3%	3	0.0%	0	2.7%	6	0.0%	0
Nice atmosphere	2.7%	6	6.3%	1	1.9%	2	3.3%	3	0.0%	0	2.7%	6	0.0%	0
Familiarity with the area / estate	2.7%	6	6.3%	1	3.7%	4	1.1%	1	0.0%	0	2.7%	6	0.0%	0
Garden space	2.7%	6	0.0%	0	0.0%	0	6.7%	6	0.0%	0	2.7%	6	0.0%	0
Good transport links	2.7%	6	6.3%	1	2.8%	3	0.0%	0	0.0%	0	2.7%	6	0.0%	0
Green / open areas	2.3%	5	6.3%	1	1.9%	2	2.2%	2	0.0%	0	2.3%	5	0.0%	0
Safe	0.9%	2	0.0%	0	0.0%	0	2.2%	2	0.0%	0	0.9%	2	0.0%	0
Good sized property	0.9%	2	0.0%	0	1.9%	2	0.0%	0	0.0%	0	0.9%	2	0.0%	0
Good accessibility	0.5%	1	0.0%	0	0.9%	1	0.0%	0	0.0%	0	0.5%	1	0.0%	0
(Nothing)	6.4%	14	12.5%	2	5.6%	6	6.7%	6	0.0%	0	6.4%	14	0.0%	0
Base:		220		16		107		90		0		220		0

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	High rise flat (Q03)		Medium rise flat (Q03)		House or bungalow (Q03)		Part of an estate (Q04)		Individual street property (Q04)		Sheltered scheme (Q04)		
Q07 What do you like most about your home and your PROPERTY TYPE MENTIONED AT Q04?														
<i>Those who mentioned 'sheltered accommodation' at Q04</i>														
Good location	16.3%	7	0.0%	0	18.4%	7	0.0%	0	0.0%	0	0.0%	0	16.3%	7
Suited to my needs	14.0%	6	0.0%	0	15.8%	6	0.0%	0	0.0%	0	0.0%	0	14.0%	6
Attractive area / estate	11.6%	5	0.0%	0	10.5%	4	33.3%	1	0.0%	0	0.0%	0	11.6%	5
It's a quiet area / estate	9.3%	4	0.0%	0	10.5%	4	0.0%	0	0.0%	0	0.0%	0	9.3%	4
Nice area / estate	7.0%	3	0.0%	0	7.9%	3	0.0%	0	0.0%	0	0.0%	0	7.0%	3
Safe	7.0%	3	0.0%	0	5.3%	2	33.3%	1	0.0%	0	0.0%	0	7.0%	3
Good neighbours / community spirit	7.0%	3	50.0%	1	5.3%	2	0.0%	0	0.0%	0	0.0%	0	7.0%	3
Everything	7.0%	3	0.0%	0	7.9%	3	0.0%	0	0.0%	0	0.0%	0	7.0%	3
Nice atmosphere	4.7%	2	0.0%	0	5.3%	2	0.0%	0	0.0%	0	0.0%	0	4.7%	2
Familiarity with the area / estate	2.3%	1	0.0%	0	2.6%	1	0.0%	0	0.0%	0	0.0%	0	2.3%	1
Central / close to amenities	2.3%	1	0.0%	0	0.0%	0	33.3%	1	0.0%	0	0.0%	0	2.3%	1
Green / open areas	2.3%	1	0.0%	0	2.6%	1	0.0%	0	0.0%	0	0.0%	0	2.3%	1
(Don't know)	2.3%	1	50.0%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	2.3%	1
(Nothing)	7.0%	3	0.0%	0	7.9%	3	0.0%	0	0.0%	0	0.0%	0	7.0%	3
Base:		43		2		38		3		0		0		43

Q07 What do you like most about your home and your PROPERTY TYPE MENTIONED AT Q04?
All respondents

Good location	12.3%	92	12.7%	15	12.8%	60	10.9%	16	12.3%	60	11.4%	25	16.3%	7
Nice area / estate	11.3%	85	8.5%	10	12.6%	59	9.5%	14	10.5%	51	14.1%	31	7.0%	3
It's a quiet area / estate	10.9%	82	8.5%	10	10.3%	48	12.9%	19	10.5%	51	12.3%	27	9.3%	4
Central / close to amenities	10.8%	81	13.6%	16	12.6%	59	3.4%	5	12.7%	62	8.2%	18	2.3%	1
Everything	10.5%	79	10.2%	12	10.5%	49	10.9%	16	11.1%	54	10.0%	22	7.0%	3
Suited to my needs	5.5%	41	4.2%	5	5.3%	25	7.5%	11	4.7%	23	5.5%	12	14.0%	6
Good neighbours / community spirit	4.8%	36	5.9%	7	2.8%	13	10.2%	15	4.5%	22	5.0%	11	7.0%	3
Familiarity with the area / estate	4.7%	35	5.1%	6	4.5%	21	4.1%	6	5.7%	28	2.7%	6	2.3%	1
Design of home	3.6%	27	2.5%	3	4.1%	19	3.4%	5	2.9%	14	5.9%	13	0.0%	0
Attractive area / estate	3.5%	26	5.1%	6	3.2%	15	2.7%	4	3.1%	15	2.7%	6	11.6%	5
(Don't know)	3.3%	25	5.1%	6	3.2%	15	2.7%	4	3.5%	17	3.2%	7	2.3%	1
Good transport links	2.8%	21	3.4%	4	3.2%	15	0.0%	0	3.1%	15	2.7%	6	0.0%	0
Safe	2.1%	16	1.7%	2	2.4%	11	2.0%	3	2.3%	11	0.9%	2	7.0%	3
Green / open areas	1.7%	13	3.4%	4	1.5%	7	1.4%	2	1.4%	7	2.3%	5	2.3%	1
Nice atmosphere	1.7%	13	1.7%	2	1.3%	6	3.4%	5	1.0%	5	2.7%	6	4.7%	2
Garden space	1.1%	8	0.0%	0	0.2%	1	4.8%	7	0.4%	2	2.7%	6	0.0%	0
Good sized property	0.8%	6	0.8%	1	0.9%	4	0.7%	1	0.8%	4	0.9%	2	0.0%	0
Good accessibility	0.4%	3	0.0%	0	0.6%	3	0.0%	0	0.4%	2	0.5%	1	0.0%	0
(Nothing)	8.1%	61	7.6%	9	8.1%	38	9.5%	14	9.0%	44	6.4%	14	7.0%	3
Base:		750		118		468		147		487		220		43

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	Total	High rise flat (Q03)	Medium rise flat (Q03)	House or bungalow (Q03)	Part of an estate (Q04)	Individual street property (Q04)	Sheltered scheme (Q04)							
Q08 What do you dislike most about your home and your PROPERTY TYPE MENTIONED AT Q04?														
<i>Those who answered 'part of an estate' at Q04</i>														
Dirty area / estate	5.3%	26	9.0%	9	4.0%	13	5.6%	3	5.3%	26	0.0%	0	0.0%	0
Noisy place to live	5.3%	26	9.0%	9	5.0%	16	1.9%	1	5.3%	26	0.0%	0	0.0%	0
Poor estate maintenance	4.7%	23	5.0%	5	4.6%	15	5.6%	3	4.7%	23	0.0%	0	0.0%	0
Trouble with neighbours	4.3%	21	3.0%	3	5.0%	16	1.9%	1	4.3%	21	0.0%	0	0.0%	0
Home is too small	4.3%	21	4.0%	4	5.0%	16	1.9%	1	4.3%	21	0.0%	0	0.0%	0
Crime on the estate	3.7%	18	0.0%	0	5.0%	16	3.7%	2	3.7%	18	0.0%	0	0.0%	0
Parking issues	3.1%	15	2.0%	2	3.7%	12	0.0%	0	3.1%	15	0.0%	0	0.0%	0
No lifts	2.3%	11	1.0%	1	3.1%	10	0.0%	0	2.3%	11	0.0%	0	0.0%	0
Damp / mould	2.1%	10	2.0%	2	1.9%	6	3.7%	2	2.1%	10	0.0%	0	0.0%	0
Communal / shared areas	1.4%	7	1.0%	1	1.5%	5	1.9%	1	1.4%	7	0.0%	0	0.0%	0
Property is run-down	1.2%	6	1.0%	1	1.5%	5	0.0%	0	1.2%	6	0.0%	0	0.0%	0
Wider neighbourhood issues	1.0%	5	0.0%	0	1.2%	4	1.9%	1	1.0%	5	0.0%	0	0.0%	0
Needs modernising	1.0%	5	2.0%	2	0.9%	3	0.0%	0	1.0%	5	0.0%	0	0.0%	0
General home maintenance is poor or not done	1.0%	5	1.0%	1	0.9%	3	1.9%	1	1.0%	5	0.0%	0	0.0%	0
Faulty lift	1.0%	5	2.0%	2	0.6%	2	0.0%	0	1.0%	5	0.0%	0	0.0%	0
Traffic / close to a main road	0.8%	4	1.0%	1	0.6%	2	1.9%	1	0.8%	4	0.0%	0	0.0%	0
State of the windows	0.8%	4	0.0%	0	0.9%	3	1.9%	1	0.8%	4	0.0%	0	0.0%	0
Bathroom is too small	0.6%	3	0.0%	0	0.3%	1	3.7%	2	0.6%	3	0.0%	0	0.0%	0
Property needs adapting to my needs	0.6%	3	2.0%	2	0.3%	1	0.0%	0	0.6%	3	0.0%	0	0.0%	0
Everything	0.6%	3	0.0%	0	0.0%	0	5.6%	3	0.6%	3	0.0%	0	0.0%	0
Too far from public transport links	0.6%	3	1.0%	1	0.3%	1	1.9%	1	0.6%	3	0.0%	0	0.0%	0
Too high up	0.6%	3	0.0%	0	0.9%	3	0.0%	0	0.6%	3	0.0%	0	0.0%	0
Not central enough	0.4%	2	0.0%	0	0.6%	2	0.0%	0	0.4%	2	0.0%	0	0.0%	0
Kitchen is too small	0.4%	2	2.0%	2	0.0%	0	0.0%	0	0.4%	2	0.0%	0	0.0%	0
Rent is too high	0.4%	2	0.0%	0	0.6%	2	0.0%	0	0.4%	2	0.0%	0	0.0%	0
Lack of green areas for children to play	0.2%	1	0.0%	0	0.3%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0
Lack of a garden	0.2%	1	0.0%	0	0.3%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0
Not secure enough	0.2%	1	0.0%	0	0.3%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0
Dislike décor	0.2%	1	0.0%	0	0.3%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0
(Nothing)	48.0%	234	48.0%	48	46.4%	150	55.6%	30	48.0%	234	0.0%	0	0.0%	0
(Don't know)	3.3%	16	4.0%	4	3.7%	12	0.0%	0	3.3%	16	0.0%	0	0.0%	0
Base:		487		100		323		54		487		0		0

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	Total	High rise flat (Q03)	Medium rise flat (Q03)	House or bungalow (Q03)	Part of an estate (Q04)	Individual street property (Q04)	Sheltered scheme (Q04)							
Q08 What do you dislike most about your home and your PROPERTY TYPE MENTIONED AT Q04?														
<i>Those who answered 'an individual property, or part of one' at Q04</i>														
Noisy place to live	7.3%	16	0.0%	0	7.5%	8	7.8%	7	0.0%	0	7.3%	16	0.0%	0
Dirty area / estate	5.9%	13	6.3%	1	9.3%	10	2.2%	2	0.0%	0	5.9%	13	0.0%	0
Home is too small	5.5%	12	6.3%	1	7.5%	8	2.2%	2	0.0%	0	5.5%	12	0.0%	0
Trouble with neighbours	3.2%	7	0.0%	0	4.7%	5	2.2%	2	0.0%	0	3.2%	7	0.0%	0
Poor estate maintenance	2.7%	6	0.0%	0	4.7%	5	1.1%	1	0.0%	0	2.7%	6	0.0%	0
Needs modernising	2.3%	5	0.0%	0	1.9%	2	3.3%	3	0.0%	0	2.3%	5	0.0%	0
Kitchen is too small	2.3%	5	0.0%	0	0.9%	1	4.4%	4	0.0%	0	2.3%	5	0.0%	0
Property is run-down	1.8%	4	0.0%	0	0.0%	0	4.4%	4	0.0%	0	1.8%	4	0.0%	0
Traffic / close to a main road	1.8%	4	0.0%	0	1.9%	2	2.2%	2	0.0%	0	1.8%	4	0.0%	0
General home maintenance is poor or not done	1.4%	3	0.0%	0	0.0%	0	3.3%	3	0.0%	0	1.4%	3	0.0%	0
No lifts	1.4%	3	0.0%	0	2.8%	3	0.0%	0	0.0%	0	1.4%	3	0.0%	0
Damp / mould	1.4%	3	0.0%	0	0.9%	1	2.2%	2	0.0%	0	1.4%	3	0.0%	0
Bathroom is too small	0.9%	2	0.0%	0	0.9%	1	1.1%	1	0.0%	0	0.9%	2	0.0%	0
Wider neighbourhood issues	0.9%	2	0.0%	0	1.9%	2	0.0%	0	0.0%	0	0.9%	2	0.0%	0
Communal / shared areas	0.9%	2	6.3%	1	0.0%	0	1.1%	1	0.0%	0	0.9%	2	0.0%	0
Property needs adapting to my needs	0.9%	2	0.0%	0	0.0%	0	2.2%	2	0.0%	0	0.9%	2	0.0%	0
Lack of a garden	0.9%	2	0.0%	0	0.9%	1	1.1%	1	0.0%	0	0.9%	2	0.0%	0
Rent is too high	0.5%	1	0.0%	0	0.0%	0	1.1%	1	0.0%	0	0.5%	1	0.0%	0
Parking issues	0.5%	1	0.0%	0	0.9%	1	0.0%	0	0.0%	0	0.5%	1	0.0%	0
Faulty lift	0.5%	1	6.3%	1	0.0%	0	0.0%	0	0.0%	0	0.5%	1	0.0%	0
Lack of green areas for children to play	0.5%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.5%	1	0.0%	0
State of the windows	0.5%	1	0.0%	0	0.9%	1	0.0%	0	0.0%	0	0.5%	1	0.0%	0
Crime on the estate	0.5%	1	0.0%	0	0.0%	0	1.1%	1	0.0%	0	0.5%	1	0.0%	0
(Nothing)	51.8%	114	75.0%	12	46.7%	50	53.3%	48	0.0%	0	51.8%	114	0.0%	0
(Don't know)	4.1%	9	0.0%	0	5.6%	6	3.3%	3	0.0%	0	4.1%	9	0.0%	0
Base:		220		16		107		90		0		220		0

Q08 What do you dislike most about your home and your PROPERTY TYPE MENTIONED AT Q04?
Those who mentioned 'sheltered accommodation' at Q04

Home is too small	4.7%	2	0.0%	0	5.3%	2	0.0%	0	0.0%	0	0.0%	0	4.7%	2
Communal / shared areas	4.7%	2	0.0%	0	5.3%	2	0.0%	0	0.0%	0	0.0%	0	4.7%	2
Parking issues	4.7%	2	0.0%	0	5.3%	2	0.0%	0	0.0%	0	0.0%	0	4.7%	2
Poor estate maintenance	2.3%	1	0.0%	0	0.0%	0	33.3%	1	0.0%	0	0.0%	0	2.3%	1
Needs modernising	2.3%	1	0.0%	0	2.6%	1	0.0%	0	0.0%	0	0.0%	0	2.3%	1
Noisy place to live	2.3%	1	0.0%	0	2.6%	1	0.0%	0	0.0%	0	0.0%	0	2.3%	1
No lifts	2.3%	1	0.0%	0	2.6%	1	0.0%	0	0.0%	0	0.0%	0	2.3%	1
(Nothing)	76.7%	33	100.0%	2	76.3%	29	66.7%	2	0.0%	0	0.0%	0	76.7%	33
Base:		43		2		38		3		0		0		43

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	High rise flat (Q03)	Medium rise flat (Q03)	House or bungalow (Q03)	Part of an estate (Q04)	Individual street property (Q04)	Sheltered scheme (Q04)							
Q08 What do you dislike most about your home and your PROPERTY TYPE MENTIONED AT Q04?														
<i>All respondents</i>														
Noisy place to live	5.7%	43	7.6%	9	5.3%	25	5.4%	8	5.3%	26	7.3%	16	2.3%	1
Dirty area / estate	5.2%	39	8.5%	10	4.9%	23	3.4%	5	5.3%	26	5.9%	13	0.0%	0
Home is too small	4.7%	35	4.2%	5	5.6%	26	2.0%	3	4.3%	21	5.5%	12	4.7%	2
Poor estate maintenance	4.0%	30	4.2%	5	4.3%	20	3.4%	5	4.7%	23	2.7%	6	2.3%	1
Trouble with neighbours	3.7%	28	2.5%	3	4.5%	21	2.0%	3	4.3%	21	3.2%	7	0.0%	0
Crime on the estate	2.5%	19	0.0%	0	3.4%	16	2.0%	3	3.7%	18	0.5%	1	0.0%	0
Parking issues	2.4%	18	1.7%	2	3.2%	15	0.0%	0	3.1%	15	0.5%	1	4.7%	2
No lifts	2.0%	15	0.8%	1	3.0%	14	0.0%	0	2.3%	11	1.4%	3	2.3%	1
Damp / mould	1.7%	13	1.7%	2	1.5%	7	2.7%	4	2.1%	10	1.4%	3	0.0%	0
Communal / shared areas	1.5%	11	1.7%	2	1.5%	7	1.4%	2	1.4%	7	0.9%	2	4.7%	2
Needs modernising	1.5%	11	1.7%	2	1.3%	6	2.0%	3	1.0%	5	2.3%	5	2.3%	1
Property is run-down	1.3%	10	0.8%	1	1.1%	5	2.7%	4	1.2%	6	1.8%	4	0.0%	0
Traffic / close to a main road	1.1%	8	0.8%	1	0.9%	4	2.0%	3	0.8%	4	1.8%	4	0.0%	0
General home maintenance is poor or not done	1.1%	8	0.8%	1	0.6%	3	2.7%	4	1.0%	5	1.4%	3	0.0%	0
Kitchen is too small	0.9%	7	1.7%	2	0.2%	1	2.7%	4	0.4%	2	2.3%	5	0.0%	0
Wider neighbourhood issues	0.9%	7	0.0%	0	1.3%	6	0.7%	1	1.0%	5	0.9%	2	0.0%	0
Faulty lift	0.8%	6	2.5%	3	0.4%	2	0.0%	0	1.0%	5	0.5%	1	0.0%	0
State of the windows	0.7%	5	0.0%	0	0.9%	4	0.7%	1	0.8%	4	0.5%	1	0.0%	0
Bathroom is too small	0.7%	5	0.0%	0	0.4%	2	2.0%	3	0.6%	3	0.9%	2	0.0%	0
Property needs adapting to my needs	0.7%	5	1.7%	2	0.2%	1	1.4%	2	0.6%	3	0.9%	2	0.0%	0
Everything	0.4%	3	0.0%	0	0.0%	0	2.0%	3	0.6%	3	0.0%	0	0.0%	0
Too high up	0.4%	3	0.0%	0	0.6%	3	0.0%	0	0.6%	3	0.0%	0	0.0%	0
Lack of a garden	0.4%	3	0.0%	0	0.4%	2	0.7%	1	0.2%	1	0.9%	2	0.0%	0
Too far from public transport links	0.4%	3	0.8%	1	0.2%	1	0.7%	1	0.6%	3	0.0%	0	0.0%	0
Rent is too high	0.4%	3	0.0%	0	0.4%	2	0.7%	1	0.4%	2	0.5%	1	0.0%	0
Lack of green areas for children to play	0.3%	2	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.5%	1	0.0%	0
Not central enough	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.4%	2	0.0%	0	0.0%	0
Not secure enough	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0
Dislike décor	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0
(Nothing)	50.8%	381	52.5%	62	48.9%	229	54.4%	80	48.0%	234	51.8%	114	76.7%	33
(Don't know)	3.3%	25	3.4%	4	3.8%	18	2.0%	3	3.3%	16	4.1%	9	0.0%	0
Base:		750		118		468		147		487		220		43

Mean score: [Very satisfied = 2, Satisfied = 1, Neither = 0, Dissatisfied = -1, Very dissatisfied = -2]

Q09 How satisfied or dissatisfied are you with the quality (i.e. physical condition) of your home, both inside and outside? [PR]

Very satisfied	32.7%	245	32.2%	38	30.8%	144	40.1%	59	32.0%	156	29.5%	65	55.8%	24
Satisfied	34.9%	262	32.2%	38	35.3%	165	37.4%	55	36.6%	178	32.7%	72	27.9%	12
Neither satisfied nor dissatisfied	15.5%	116	16.9%	20	16.9%	79	9.5%	14	15.8%	77	15.5%	34	11.6%	5
Dissatisfied	11.3%	85	16.1%	19	11.3%	53	6.8%	10	10.9%	53	13.6%	30	4.7%	2
Very dissatisfied	5.6%	42	2.5%	3	5.8%	27	6.1%	9	4.7%	23	8.6%	19	0.0%	0
Mean:		0.78		0.75		0.74		0.99		0.80		0.61		1.35
Base:		750		118		468		147		487		220		43

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	High rise flat (Q03)	Medium rise flat (Q03)	House or bungalow (Q03)	Part of an estate (Q04)	Individual street property (Q04)	Sheltered scheme (Q04)							
Q10 What do you like most about the quality / physical condition of your home?														
Everything - it's fine	28.1%	211	32.2%	38	26.9%	126	29.9%	44	27.1%	132	27.3%	60	44.2%	19
Just the right sized property	12.4%	93	9.3%	11	12.8%	60	12.9%	19	11.7%	57	13.6%	30	14.0%	6
Well decorated	8.3%	62	5.1%	6	9.2%	43	8.2%	12	9.9%	48	5.5%	12	4.7%	2
Good design	7.5%	56	8.5%	10	7.3%	34	7.5%	11	7.8%	38	7.7%	17	2.3%	1
Clean & tidy	2.9%	22	5.9%	7	3.0%	14	0.7%	1	3.3%	16	1.8%	4	4.7%	2
Has character	1.6%	12	0.0%	0	1.9%	9	1.4%	2	1.0%	5	3.2%	7	0.0%	0
Good atmosphere	1.6%	12	0.8%	1	1.5%	7	2.7%	4	1.8%	9	0.9%	2	2.3%	1
Good heating	1.5%	11	0.8%	1	0.9%	4	3.4%	5	1.4%	7	1.4%	3	2.3%	1
Garden space	1.5%	11	0.0%	0	0.6%	3	5.4%	8	0.8%	4	2.7%	6	2.3%	1
Solid building	1.1%	8	0.8%	1	1.1%	5	1.4%	2	0.8%	4	1.8%	4	0.0%	0
Kitchen	1.1%	8	0.0%	0	1.1%	5	2.0%	3	1.0%	5	1.4%	3	0.0%	0
In a quiet area	0.9%	7	0.0%	0	1.3%	6	0.7%	1	0.8%	4	0.9%	2	2.3%	1
Comfortable living space	0.9%	7	0.8%	1	1.3%	6	0.0%	0	1.0%	5	0.0%	0	4.7%	2
In a good area	0.9%	7	0.8%	1	0.9%	4	0.7%	1	1.0%	5	0.5%	1	2.3%	1
Windows	0.9%	7	0.8%	1	1.3%	6	0.0%	0	0.8%	4	1.4%	3	0.0%	0
Safe / secure	0.8%	6	0.8%	1	0.9%	4	0.7%	1	0.6%	3	1.4%	3	0.0%	0
Well maintained	0.8%	6	0.0%	0	1.1%	5	0.7%	1	1.0%	5	0.5%	1	0.0%	0
New heating system	0.7%	5	1.7%	2	0.6%	3	0.0%	0	0.8%	4	0.0%	0	2.3%	1
Well suited to my needs	0.7%	5	0.0%	0	1.1%	5	0.0%	0	1.0%	5	0.0%	0	0.0%	0
Good layout	0.5%	4	0.8%	1	0.2%	1	0.7%	1	0.6%	3	0.5%	1	0.0%	0
Good accessibility	0.4%	3	0.0%	0	0.4%	2	0.7%	1	0.4%	2	0.5%	1	0.0%	0
Familiarity with the property	0.4%	3	0.0%	0	0.2%	1	1.4%	2	0.4%	2	0.5%	1	0.0%	0
Well lit	0.4%	3	1.7%	2	0.2%	1	0.0%	0	0.4%	2	0.5%	1	0.0%	0
Modern	0.4%	3	1.7%	2	0.2%	1	0.0%	0	0.6%	3	0.0%	0	0.0%	0
All on one floor	0.4%	3	0.8%	1	0.2%	1	0.7%	1	0.2%	1	0.9%	2	0.0%	0
Bathroom	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.4%	2	0.0%	0	0.0%	0
Sound proofed	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.4%	2	0.0%	0	0.0%	0
Near everything I need	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.5%	1	0.0%	0
Nice and open	0.1%	1	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.0%	0	2.3%	1
(Nothing)	16.1%	121	18.6%	22	16.2%	76	12.9%	19	16.8%	82	16.4%	36	7.0%	3
(Don't know)	6.4%	48	7.6%	9	6.6%	31	4.8%	7	5.7%	28	8.6%	19	2.3%	1
Base:		750		118		468		147		487		220		43

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	High rise flat (Q03)	Medium rise flat (Q03)	House or bungalow (Q03)	Part of an estate (Q04)	Individual street property (Q04)	Sheltered scheme (Q04)							
Q11 What do you dislike most about the quality / physical condition of your home?														
Windows need updating	5.6%	42	4.2%	5	6.0%	28	4.1%	6	3.9%	19	9.5%	21	4.7%	2
Poorly maintained	5.2%	39	2.5%	3	6.2%	29	4.1%	6	4.9%	24	6.8%	15	0.0%	0
Damp / mould	5.1%	38	8.5%	10	5.1%	24	2.7%	4	6.2%	30	3.6%	8	0.0%	0
Too small	3.7%	28	2.5%	3	4.5%	21	2.0%	3	4.5%	22	2.7%	6	0.0%	0
Needs decorating	3.2%	24	2.5%	3	3.4%	16	2.7%	4	2.9%	14	3.6%	8	4.7%	2
Property has leaks	2.9%	22	4.2%	5	3.0%	14	2.0%	3	3.1%	15	3.2%	7	0.0%	0
Heating system / insulation needs updating	2.5%	19	1.7%	2	2.8%	13	2.7%	4	2.3%	11	3.2%	7	2.3%	1
Walls need sound proofing, too noisy	1.7%	13	0.0%	0	2.4%	11	1.4%	2	1.0%	5	3.2%	7	2.3%	1
Cracked walls	1.7%	13	0.0%	0	1.1%	5	5.4%	8	1.0%	5	2.7%	6	4.7%	2
Exterior isn't maintained	1.7%	13	1.7%	2	1.7%	8	1.4%	2	1.8%	9	1.4%	3	2.3%	1
Kitchen is too small	1.5%	11	1.7%	2	0.4%	2	4.8%	7	1.2%	6	2.3%	5	0.0%	0
Kitchen needs updating / repairing	1.5%	11	0.0%	0	1.7%	8	2.0%	3	1.6%	8	1.4%	3	0.0%	0
Rooms are too small	1.3%	10	3.4%	4	0.6%	3	2.0%	3	1.8%	9	0.5%	1	0.0%	0
Need modernising	1.3%	10	0.8%	1	1.5%	7	0.7%	1	1.4%	7	1.4%	3	0.0%	0
Property is always cold	1.1%	8	0.0%	0	0.9%	4	2.7%	4	0.2%	1	3.2%	7	0.0%	0
No cleaning is done / Dirty areas	0.9%	7	2.5%	3	0.9%	4	0.0%	0	1.0%	5	0.9%	2	0.0%	0
Doors aren't maintained	0.9%	7	0.0%	0	1.5%	7	0.0%	0	1.0%	5	0.5%	1	2.3%	1
Bathroom needs updating	0.9%	7	2.5%	3	0.4%	2	0.7%	1	0.6%	3	1.4%	3	2.3%	1
No lifts	0.8%	6	0.0%	0	1.3%	6	0.0%	0	1.0%	5	0.5%	1	0.0%	0
Lack of storage	0.7%	5	1.7%	2	0.6%	3	0.0%	0	0.8%	4	0.5%	1	0.0%	0
Bathroom needs repairing	0.5%	4	0.8%	1	0.6%	3	0.0%	0	0.4%	2	0.5%	1	2.3%	1
Lift often breaks	0.4%	3	1.7%	2	0.2%	1	0.0%	0	0.6%	3	0.0%	0	0.0%	0
Floors aren't level	0.4%	3	0.0%	0	0.2%	1	1.4%	2	0.0%	0	1.4%	3	0.0%	0
No shower	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.4%	2	0.0%	0	0.0%	0
Other	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.4%	2	0.0%	0	0.0%	0
Not enough light is let into the rooms	0.3%	2	0.8%	1	0.2%	1	0.0%	0	0.4%	2	0.0%	0	0.0%	0
Needs rewiring	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0
Guttering needs seeing to	0.1%	1	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.5%	1	0.0%	0
Not enough toilets	0.1%	1	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.5%	1	0.0%	0
(Nothing)	48.5%	364	51.7%	61	47.0%	220	52.4%	77	50.1%	244	40.5%	89	72.1%	31
(Don't know)	4.5%	34	4.2%	5	4.7%	22	3.4%	5	4.9%	24	4.5%	10	0.0%	0
Base:		750		118		468		147		487		220		43

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	Total	High rise flat (Q03)		Medium rise flat (Q03)		House or bungalow (Q03)		Part of an estate (Q04)		Individual street property (Q04)		Sheltered scheme (Q04)		
Q12 What improvement(s) would you most like to see to the quality / physical condition of your home? [MR]														
Double glazing / new windows	8.4%	63	4.2%	5	9.2%	43	8.8%	13	5.7%	28	15.5%	34	2.3%	1
Repair damp / damp-proofing	4.8%	36	10.2%	12	3.8%	18	4.1%	6	5.7%	28	3.6%	8	0.0%	0
Better overall maintenance and repairs	4.4%	33	4.2%	5	4.5%	21	4.1%	6	4.7%	23	4.5%	10	0.0%	0
Fix leaks	3.9%	29	2.5%	3	3.6%	17	5.4%	8	3.5%	17	5.0%	11	2.3%	1
Updated bathroom	3.7%	28	5.1%	6	3.2%	15	4.1%	6	3.1%	15	5.0%	11	4.7%	2
Update kitchen	3.3%	25	3.4%	4	2.6%	12	6.1%	9	3.5%	17	3.2%	7	2.3%	1
Improved heating system	3.3%	25	3.4%	4	2.8%	13	5.4%	8	2.7%	13	3.6%	8	9.3%	4
Update décor	3.2%	24	3.4%	4	2.8%	13	4.1%	6	2.7%	13	4.5%	10	2.3%	1
Bigger property	1.5%	11	0.0%	0	1.5%	7	2.7%	4	1.8%	9	0.9%	2	0.0%	0
Bigger kitchen	1.5%	11	1.7%	2	0.9%	4	3.4%	5	0.8%	4	3.2%	7	0.0%	0
Repair ceilings	1.5%	11	0.8%	1	1.3%	6	2.7%	4	1.0%	5	1.8%	4	4.7%	2
Repair walls	1.3%	10	2.5%	3	0.9%	4	2.0%	3	1.0%	5	2.3%	5	0.0%	0
Soundproofing	1.3%	10	0.8%	1	1.9%	9	0.0%	0	1.4%	7	1.4%	3	0.0%	0
Insulation	1.2%	9	0.0%	0	1.5%	7	1.4%	2	0.4%	2	3.2%	7	0.0%	0
Better floors	1.1%	8	0.8%	1	1.3%	6	0.7%	1	0.8%	4	1.4%	3	2.3%	1
Fix roof	1.1%	8	0.8%	1	0.9%	4	2.0%	3	0.8%	4	1.8%	4	0.0%	0
External repairs	1.1%	8	0.0%	0	1.5%	7	0.0%	0	1.2%	6	0.9%	2	0.0%	0
Install a lift	1.1%	8	0.0%	0	1.7%	8	0.0%	0	1.6%	8	0.0%	0	0.0%	0
Install a shower	1.1%	8	0.8%	1	1.3%	6	0.7%	1	1.2%	6	0.9%	2	0.0%	0
Fix drainage	0.9%	7	0.0%	0	1.1%	5	1.4%	2	0.8%	4	1.4%	3	0.0%	0
Update doors	0.9%	7	0.0%	0	1.5%	7	0.0%	0	1.0%	5	0.9%	2	0.0%	0
Modernise housing	0.8%	6	0.8%	1	0.6%	3	1.4%	2	0.6%	3	1.4%	3	0.0%	0
Toilet repair	0.8%	6	0.8%	1	0.6%	3	1.4%	2	1.0%	5	0.5%	1	0.0%	0
More storage	0.8%	6	1.7%	2	0.4%	2	0.0%	0	0.6%	3	1.4%	3	0.0%	0
Ensure the area is tidy and clear	0.8%	6	0.8%	1	1.1%	5	0.0%	0	0.8%	4	0.9%	2	0.0%	0
Better external maintenance	0.7%	5	0.0%	0	0.6%	3	1.4%	2	0.2%	1	1.4%	3	2.3%	1
Bigger bathroom	0.7%	5	0.8%	1	0.2%	1	2.0%	3	0.4%	2	1.4%	3	0.0%	0
Better lighting	0.5%	4	0.0%	0	0.6%	3	0.7%	1	0.4%	2	0.5%	1	2.3%	1
Clean up the area	0.5%	4	3.4%	4	0.0%	0	0.0%	0	0.4%	2	0.9%	2	0.0%	0
Bigger bedrooms	0.4%	3	1.7%	2	0.2%	1	0.0%	0	0.4%	2	0.5%	1	0.0%	0
Better security	0.4%	3	0.0%	0	0.6%	3	0.0%	0	0.6%	3	0.0%	0	0.0%	0
New fencing	0.3%	2	0.0%	0	0.2%	1	0.7%	1	0.0%	0	0.5%	1	2.3%	1
Stair lift	0.3%	2	0.0%	0	0.2%	1	0.7%	1	0.2%	1	0.0%	0	2.3%	1
Fix lift	0.3%	2	0.8%	1	0.2%	1	0.0%	0	0.4%	2	0.0%	0	0.0%	0
Clean bins (and surrounding areas) more often	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.2%	1	0.0%	0	2.3%	1
Remove balcony	0.1%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.5%	1	0.0%	0
Rewiring	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0
(Nothing)	43.5%	326	47.5%	56	43.2%	202	42.2%	62	46.8%	228	33.2%	73	58.1%	25
(Don't know)	7.2%	54	4.2%	5	8.3%	39	5.4%	8	7.6%	37	6.8%	15	4.7%	2
Base:		750		118		468		147		487		220		43

Mean score: [Very satisfied = 2, Satisfied = 1, Neither = 0, Dissatisfied = -1, Very dissatisfied = -2]

Q13 How satisfied or dissatisfied are you with the quality of the shared spaces in the area or estate where you live (e.g. including communal areas and stairways/lifts in blocks, landscaping, parking areas and footpaths)? [PR]

Very satisfied	26.9%	202	41.5%	49	25.0%	117	19.7%	29	27.1%	132	21.8%	48	51.2%	22
Satisfied	30.8%	231	31.4%	37	32.9%	154	24.5%	36	31.4%	153	28.6%	63	34.9%	15
Neither satisfied nor dissatisfied	23.1%	173	9.3%	11	21.6%	101	40.1%	59	20.9%	102	30.0%	66	11.6%	5
Dissatisfied	11.9%	89	9.3%	11	13.5%	63	9.5%	14	12.7%	62	12.3%	27	0.0%	0
Very dissatisfied	7.3%	55	8.5%	10	7.1%	33	6.1%	9	7.8%	38	7.3%	16	2.3%	1
Mean:		0.58		0.88		0.55		0.42		0.57		0.45		1.33
Base:		750		118		468		147		487		220		43

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	High rise flat (Q03)	Medium rise flat (Q03)	House or bungalow (Q03)	Part of an estate (Q04)	Individual street property (Q04)	Sheltered scheme (Q04)							
Q14 What do you like most about the quality of the shared spaces in the area or estate where you live?														
Clean	14.5%	109	18.6%	22	15.4%	72	8.8%	13	14.6%	71	14.5%	32	14.0%	6
Everything - it's fine	14.1%	106	18.6%	22	12.6%	59	14.3%	21	14.6%	71	13.6%	30	11.6%	5
Nice / attractive area	7.9%	59	10.2%	12	6.8%	32	9.5%	14	7.0%	34	7.3%	16	20.9%	9
Local to amenities (e.g. shops)	4.1%	31	1.7%	2	4.9%	23	4.1%	6	4.3%	21	3.6%	8	4.7%	2
Well maintained	3.3%	25	0.8%	1	4.5%	21	2.0%	3	3.3%	16	1.8%	4	11.6%	5
Nice people	3.1%	23	3.4%	4	3.0%	14	2.7%	4	3.1%	15	2.7%	6	4.7%	2
The garden	2.1%	16	0.8%	1	3.0%	14	0.0%	0	2.3%	11	1.4%	3	4.7%	2
Parking	1.9%	14	0.8%	1	1.9%	9	2.7%	4	1.6%	8	2.7%	6	0.0%	0
Facilities for children to play	1.5%	11	0.8%	1	1.3%	6	2.7%	4	1.8%	9	0.9%	2	0.0%	0
The lifts	1.3%	10	5.1%	6	0.9%	4	0.0%	0	1.8%	9	0.5%	1	0.0%	0
Spacious	1.3%	10	2.5%	3	1.5%	7	0.0%	0	0.8%	4	1.8%	4	4.7%	2
Quiet	0.9%	7	1.7%	2	0.9%	4	0.7%	1	1.4%	7	0.0%	0	0.0%	0
Secure / safe	0.8%	6	0.8%	1	1.1%	5	0.0%	0	1.2%	6	0.0%	0	0.0%	0
Recently decorated	0.5%	4	0.8%	1	0.6%	3	0.0%	0	0.8%	4	0.0%	0	0.0%	0
Balcony	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.4%	2	0.0%	0	0.0%	0
Nearby parks	0.3%	2	0.0%	0	0.2%	1	0.7%	1	0.4%	2	0.0%	0	0.0%	0
Easily accessible	0.3%	2	0.8%	1	0.2%	1	0.0%	0	0.2%	1	0.5%	1	0.0%	0
Good transport links	0.1%	1	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.5%	1	0.0%	0
Plenty of storage	0.1%	1	0.8%	1	0.0%	0	0.0%	0	0.2%	1	0.0%	0	0.0%	0
(Nothing)	30.8%	231	21.2%	25	31.4%	147	35.4%	52	30.4%	148	35.5%	78	11.6%	5
(Don't know)	10.7%	80	10.2%	12	9.4%	44	15.6%	23	9.7%	47	12.7%	28	11.6%	5
Base:		750		118		468		147		487		220		43
Q15 What do you dislike most about the quality of the shared spaces in the area or estate where you live?														
Untidy / dirty	14.8%	111	14.4%	17	17.3%	81	7.5%	11	16.4%	80	13.6%	30	2.3%	1
Parking is poor	6.4%	48	6.8%	8	4.9%	23	9.5%	14	8.0%	39	4.1%	9	0.0%	0
Lifts not working	2.5%	19	8.5%	10	1.9%	9	0.0%	0	3.5%	17	0.5%	1	2.3%	1
Poorly maintained	2.5%	19	3.4%	4	2.6%	12	1.4%	2	2.5%	12	2.7%	6	2.3%	1
Too many kids hanging around	2.3%	17	2.5%	3	3.0%	14	0.0%	0	2.5%	12	1.8%	4	2.3%	1
Stairways are dirty	2.3%	17	5.1%	6	2.4%	11	0.0%	0	3.1%	15	0.9%	2	0.0%	0
No lifts	1.7%	13	0.8%	1	2.6%	12	0.0%	0	2.3%	11	0.5%	1	2.3%	1
Not secure enough	1.7%	13	2.5%	3	1.7%	8	1.4%	2	1.8%	9	1.4%	3	2.3%	1
Other residents	1.3%	10	0.8%	1	1.7%	8	0.7%	1	1.4%	7	0.9%	2	2.3%	1
Insufficient lighting	1.1%	8	0.8%	1	1.5%	7	0.0%	0	0.8%	4	1.8%	4	0.0%	0
Hallways are a mess	1.1%	8	0.0%	0	1.3%	6	0.7%	1	1.0%	5	1.4%	3	0.0%	0
Too much noise	0.8%	6	1.7%	2	0.9%	4	0.0%	0	0.8%	4	0.9%	2	0.0%	0
Bin area smells	0.8%	6	0.0%	0	1.1%	5	0.0%	0	0.6%	3	0.9%	2	2.3%	1
Not enough space	0.5%	4	1.7%	2	0.4%	2	0.0%	0	0.4%	2	0.9%	2	0.0%	0
Too much traffic	0.4%	3	0.8%	1	0.2%	1	0.7%	1	0.0%	0	1.4%	3	0.0%	0
Uneven pavements	0.4%	3	0.0%	0	0.0%	0	2.0%	3	0.0%	0	1.4%	3	0.0%	0
Crime / drug dealers hanging around	0.4%	3	0.0%	0	0.4%	2	0.7%	1	0.2%	1	0.9%	2	0.0%	0
Lifts aren't always cleaned	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.4%	2	0.0%	0	0.0%	0
Not enough for children to do	0.3%	2	0.8%	1	0.2%	1	0.0%	0	0.4%	2	0.0%	0	0.0%	0
Too many pests	0.3%	2	0.8%	1	0.0%	0	0.7%	1	0.2%	1	0.5%	1	0.0%	0
Nothing nearby	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.2%	1	0.0%	0	2.3%	1
Disruption from ongoing work on the estate	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0
Intercom doesn't always work	0.1%	1	0.8%	1	0.0%	0	0.0%	0	0.2%	1	0.0%	0	0.0%	0
Dampness	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0
(Nothing)	50.3%	377	45.8%	54	47.9%	224	61.9%	91	46.6%	227	53.6%	118	74.4%	32
(Don't know)	7.2%	54	1.7%	2	6.8%	32	12.9%	19	6.2%	30	10.0%	22	4.7%	2
Base:		750		118		468		147		487		220		43

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	High rise flat (Q03)	Medium rise flat (Q03)	House or bungalow (Q03)	Part of an estate (Q04)	Individual street property (Q04)	Sheltered scheme (Q04)							
Q16 What improvement(s) would you most like to see to the quality of the shared spaces in the area or estate where you live?														
Clean the communal areas	17.1%	128	23.7%	28	19.7%	92	3.4%	5	20.1%	98	12.3%	27	7.0%	3
Provide more parking for residents and guests	7.6%	57	7.6%	9	6.4%	30	10.2%	15	9.4%	46	5.0%	11	0.0%	0
Better security / CCTV	5.6%	42	7.6%	9	5.8%	27	4.1%	6	6.6%	32	4.5%	10	0.0%	0
Better maintenance	4.4%	33	3.4%	4	5.1%	24	2.7%	4	4.7%	23	4.5%	10	0.0%	0
Redecorate	4.4%	33	1.7%	2	6.0%	28	2.0%	3	4.7%	23	4.1%	9	2.3%	1
More lighting	2.7%	20	1.7%	2	3.0%	14	2.0%	3	2.3%	11	4.1%	9	0.0%	0
Quicker repairs of the lift when broken	2.7%	20	6.8%	8	2.4%	11	0.0%	0	3.9%	19	0.0%	0	2.3%	1
Install a lift	2.4%	18	1.7%	2	3.4%	16	0.0%	0	3.1%	15	0.9%	2	2.3%	1
Relay paving	1.9%	14	0.8%	1	1.7%	8	3.4%	5	1.6%	8	2.7%	6	0.0%	0
Better grounds maintenance	1.6%	12	0.8%	1	0.9%	4	4.1%	6	1.2%	6	1.8%	4	4.7%	2
More / better placed rubbish bins	1.3%	10	0.8%	1	1.3%	6	2.0%	3	0.8%	4	1.8%	4	4.7%	2
Facilities for dog walkers	0.8%	6	0.0%	0	1.1%	5	0.7%	1	0.8%	4	0.9%	2	0.0%	0
Fix doors	0.8%	6	0.8%	1	1.1%	5	0.0%	0	0.6%	3	1.4%	3	0.0%	0
More focus on things for children to do	0.7%	5	1.7%	2	0.4%	2	0.7%	1	0.6%	3	0.9%	2	0.0%	0
Secure bike storage area	0.5%	4	0.0%	0	0.6%	3	0.7%	1	0.6%	3	0.5%	1	0.0%	0
Fix intercom	0.5%	4	0.8%	1	0.2%	1	0.7%	1	0.2%	1	1.4%	3	0.0%	0
More plants and trees	0.5%	4	0.8%	1	0.4%	2	0.7%	1	0.8%	4	0.0%	0	0.0%	0
Fix garden walls / fencing	0.5%	4	0.0%	0	0.6%	3	0.7%	1	0.2%	1	1.4%	3	0.0%	0
Tackle drug problem	0.4%	3	0.8%	1	0.2%	1	0.7%	1	0.2%	1	0.9%	2	0.0%	0
Better contractors	0.3%	2	0.8%	1	0.2%	1	0.0%	0	0.4%	2	0.0%	0	0.0%	0
Replace seating	0.3%	2	0.0%	0	0.2%	1	0.7%	1	0.2%	1	0.0%	0	2.3%	1
Better management	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.2%	1	0.5%	1	0.0%	0
More no smoking areas	0.1%	1	0.8%	1	0.0%	0	0.0%	0	0.2%	1	0.0%	0	0.0%	0
More / better communication with residents	0.1%	1	0.0%	0	0.0%	0	0.7%	1	0.2%	1	0.0%	0	0.0%	0
Make them warmer	0.1%	1	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.5%	1	0.0%	0
Widen footpaths	0.1%	1	0.0%	0	0.0%	0	0.7%	1	0.2%	1	0.0%	0	0.0%	0
(Nothing)	45.1%	338	44.9%	53	42.5%	199	54.4%	80	41.7%	203	47.3%	104	72.1%	31
(Don't know)	7.5%	56	3.4%	4	7.7%	36	9.5%	14	6.6%	32	10.5%	23	2.3%	1
Base:		750		118		468		147		487		220		43

Mean score: [Very satisfied = 2, Satisfied = 1, Neither = 0, Dissatisfied = -1, Very dissatisfied = -2]

Q17 Please say how satisfied/dissatisfied you are overall with the quality of the housing services the Council provides as your landlord, e.g. Repairs and maintenance, Caretaking, Estate management, Tenancy management, Support and advice [PR]

Very satisfied	26.0%	195	28.8%	34	25.4%	119	26.5%	39	25.7%	125	20.0%	44	60.5%	26
Satisfied	32.7%	245	34.7%	41	30.8%	144	37.4%	55	32.4%	158	33.6%	74	30.2%	13
Neither satisfied nor dissatisfied	20.1%	151	22.0%	26	20.9%	98	15.6%	23	21.6%	105	19.5%	43	7.0%	3
Dissatisfied	11.2%	84	8.5%	10	12.2%	57	11.6%	17	10.5%	51	14.5%	32	2.3%	1
Very dissatisfied	10.0%	75	5.9%	7	10.7%	50	8.8%	13	9.9%	48	12.3%	27	0.0%	0
Mean:		0.53		0.72		0.48		0.61		0.54		0.35		1.49
Base:		750		118		468		147		487		220		43

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	High rise flat (Q03)	Medium rise flat (Q03)	House or bungalow (Q03)	Part of an estate (Q04)	Individual street property (Q04)	Sheltered scheme (Q04)							
Q18 What do you like most about the quality of the housing services you receive from the Council as your landlord?														
Helpful staff	11.6%	87	13.6%	16	10.7%	50	13.6%	20	10.5%	51	12.7%	28	18.6%	8
Quick response times	10.0%	75	13.6%	16	10.0%	47	7.5%	11	11.3%	55	6.8%	15	11.6%	5
Attentive	8.3%	62	9.3%	11	7.7%	36	10.2%	15	7.4%	36	10.5%	23	7.0%	3
Polite / well mannered staff	5.1%	38	4.2%	5	4.7%	22	7.5%	11	4.9%	24	5.0%	11	7.0%	3
Punctual / visit when they say they will	4.8%	36	5.9%	7	4.1%	19	6.1%	9	6.0%	29	3.2%	7	0.0%	0
Good with communication	4.4%	33	5.1%	6	4.1%	19	4.8%	7	3.9%	19	4.5%	10	9.3%	4
Everything	3.7%	28	1.7%	2	3.2%	15	6.8%	10	3.1%	15	5.0%	11	4.7%	2
Reliable - do their job well	2.0%	15	1.7%	2	2.4%	11	1.4%	2	2.7%	13	0.5%	1	2.3%	1
Good value service	0.9%	7	0.0%	0	1.5%	7	0.0%	0	0.4%	2	1.8%	4	2.3%	1
Repairs team are good	0.8%	6	2.5%	3	0.4%	2	0.7%	1	0.8%	4	0.9%	2	0.0%	0
Efficient	0.7%	5	0.8%	1	0.6%	3	0.7%	1	0.2%	1	1.8%	4	0.0%	0
Good caretaking team	0.4%	3	0.0%	0	0.6%	3	0.0%	0	0.4%	2	0.5%	1	0.0%	0
Good management	0.4%	3	0.0%	0	0.6%	3	0.0%	0	0.4%	2	0.0%	0	2.3%	1
Quality control on repairs is good	0.3%	2	0.8%	1	0.2%	1	0.0%	0	0.2%	1	0.5%	1	0.0%	0
Online accessibility	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0	0.5%	1	0.0%	0
Improved a lot recently	0.1%	1	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.5%	1	0.0%	0
Provide face-to-face contact	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0
Friendly service	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0
(Nothing)	31.7%	238	28.0%	33	32.5%	152	29.3%	43	32.4%	158	32.3%	71	20.9%	9
(Don't know)	14.4%	108	12.7%	15	16.0%	75	10.9%	16	15.0%	73	13.2%	29	14.0%	6
Base:		750		118		468		147		487		220		43

Q19 What do you dislike most about the quality of the housing services you receive from the Council as your landlord?

Delays in repairs	10.9%	82	11.0%	13	10.0%	47	14.3%	21	10.1%	49	13.2%	29	9.3%	4
Don't do the job properly	9.7%	73	9.3%	11	9.2%	43	11.6%	17	9.7%	47	11.8%	26	0.0%	0
Not quick at responding	7.2%	54	3.4%	4	7.9%	37	7.5%	11	6.2%	30	9.5%	21	7.0%	3
Don't keep appointments	3.7%	28	4.2%	5	2.8%	13	4.8%	7	3.5%	17	5.0%	11	0.0%	0
Lack of understanding	3.2%	24	3.4%	4	3.4%	16	2.7%	4	3.5%	17	3.2%	7	0.0%	0
Costs	1.6%	12	3.4%	4	1.5%	7	0.7%	1	2.3%	11	0.5%	1	0.0%	0
Short staffed	1.2%	9	0.8%	1	1.7%	8	0.0%	0	1.2%	6	0.9%	2	2.3%	1
Getting through to the right person can be difficult	1.1%	8	1.7%	2	1.3%	6	0.0%	0	1.2%	6	0.9%	2	0.0%	0
No checks on jobs carried out	0.8%	6	0.8%	1	0.9%	4	0.7%	1	0.6%	3	1.4%	3	0.0%	0
Poor communication	0.7%	5	0.8%	1	0.9%	4	0.0%	0	0.8%	4	0.5%	1	0.0%	0
Poorly trained contractors	0.7%	5	0.0%	0	0.6%	3	1.4%	2	0.6%	3	0.9%	2	0.0%	0
No customer service skills	0.5%	4	0.8%	1	0.4%	2	0.7%	1	0.6%	3	0.5%	1	0.0%	0
Not completing jobs	0.5%	4	0.0%	0	0.9%	4	0.0%	0	0.2%	1	1.4%	3	0.0%	0
Inefficiency	0.5%	4	0.0%	0	0.4%	2	1.4%	2	0.4%	2	0.9%	2	0.0%	0
Rude / unhelpful staff	0.5%	4	0.0%	0	0.6%	3	0.7%	1	0.2%	1	0.9%	2	2.3%	1
Everything	0.3%	2	0.0%	0	0.2%	1	0.7%	1	0.4%	2	0.0%	0	0.0%	0
Don't clear up after themselves	0.1%	1	0.8%	1	0.0%	0	0.0%	0	0.2%	1	0.0%	0	0.0%	0
Poorly designed website	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0
(Nothing)	48.7%	365	51.7%	61	48.5%	227	46.3%	68	49.5%	241	42.3%	93	72.1%	31
(Don't know)	7.9%	59	7.6%	9	8.5%	40	6.8%	10	8.6%	42	6.4%	14	7.0%	3
Base:		750		118		468		147		487		220		43

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	High rise flat (Q03)	Medium rise flat (Q03)	House or bungalow (Q03)	Part of an estate (Q04)	Individual street property (Q04)	Sheltered scheme (Q04)							
Q20 What improvement(s) would you most like to see to the quality of the housing services you receive from the Council as your landlord?														
Faster response times	14.0%	105	11.9%	14	15.6%	73	10.9%	16	12.5%	61	17.3%	38	14.0%	6
Do the job properly / provide a better service	5.7%	43	4.2%	5	6.4%	30	5.4%	8	4.9%	24	7.3%	16	7.0%	3
Better communication with tenants	4.4%	33	5.9%	7	4.1%	19	4.8%	7	3.3%	16	6.8%	15	4.7%	2
Better quality of repairs carried out	4.1%	31	2.5%	3	4.9%	23	2.7%	4	4.1%	20	4.1%	9	4.7%	2
Keep appointments	4.1%	31	4.2%	5	2.6%	12	6.8%	10	3.5%	17	6.4%	14	0.0%	0
Better trained contractors	2.8%	21	3.4%	4	2.4%	11	4.1%	6	3.1%	15	2.3%	5	2.3%	1
Better customer service	2.3%	17	0.8%	1	3.0%	14	1.4%	2	2.5%	12	2.3%	5	0.0%	0
More caretaking staff	1.9%	14	1.7%	2	1.9%	9	2.0%	3	1.4%	7	2.7%	6	2.3%	1
Make it easier to get in touch with the right person / department	1.9%	14	2.5%	3	2.4%	11	0.0%	0	1.2%	6	2.7%	6	4.7%	2
More / regular inspections of property and repairs	1.6%	12	1.7%	2	1.5%	7	2.0%	3	1.6%	8	1.8%	4	0.0%	0
Show more sympathy towards the needs of residents	1.6%	12	2.5%	3	1.3%	6	2.0%	3	1.4%	7	1.4%	3	4.7%	2
Better management	1.3%	10	1.7%	2	0.9%	4	2.7%	4	0.6%	3	3.2%	7	0.0%	0
More regular cleaning service	0.9%	7	3.4%	4	0.4%	2	0.7%	1	1.2%	6	0.5%	1	0.0%	0
Provide more opportunities for face-to-face contact	0.9%	7	0.8%	1	1.1%	5	0.7%	1	1.2%	6	0.0%	0	2.3%	1
Lower costs	0.8%	6	0.8%	1	0.6%	3	1.4%	2	1.0%	5	0.5%	1	0.0%	0
Better communication between contractors / staff	0.7%	5	0.8%	1	0.9%	4	0.0%	0	0.8%	4	0.5%	1	0.0%	0
Respond to all repair requests	0.5%	4	0.0%	0	0.4%	2	1.4%	2	0.2%	1	1.4%	3	0.0%	0
More supportive towards the elderly	0.4%	3	0.8%	1	0.0%	0	1.4%	2	0.4%	2	0.5%	1	0.0%	0
More helpful staff	0.3%	2	0.0%	0	0.2%	1	0.7%	1	0.0%	0	0.9%	2	0.0%	0
More professional contractors	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.2%	1	0.5%	1	0.0%	0
Better call-centre system	0.3%	2	0.0%	0	0.2%	1	0.7%	1	0.2%	1	0.5%	1	0.0%	0
Tidy up after themselves	0.3%	2	0.8%	1	0.2%	1	0.0%	0	0.4%	2	0.0%	0	0.0%	0
(Nothing)	42.1%	316	42.4%	50	41.0%	192	44.2%	65	44.1%	215	35.0%	77	55.8%	24
(Don't know)	13.1%	98	12.7%	15	14.1%	66	10.9%	16	14.6%	71	10.0%	22	11.6%	5
Base:		750		118		468		147		487		220		43
Q21 Are you aware of the Residents' Commission on Council Housing?														
Yes	31.7%	238	25.4%	30	34.6%	162	27.2%	40	30.8%	150	32.7%	72	37.2%	16
No	68.3%	512	74.6%	88	65.4%	306	72.8%	107	69.2%	337	67.3%	148	62.8%	27
Base:		750		118		468		147		487		220		43

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Q22 What do you know about the aims and purpose of the Commission?														
<i>Those aware of the Residents' Commission at Q21</i>														
Allows tenants to voice concerns	10.1%	24	20.0%	6	9.3%	15	2.5%	1	10.0%	15	12.5%	9	0.0%	0
To improve the area	7.1%	17	10.0%	3	6.8%	11	7.5%	3	7.3%	11	8.3%	6	0.0%	0
Give tenants control over their area	6.3%	15	10.0%	3	6.8%	11	2.5%	1	4.7%	7	9.7%	7	6.3%	1
Look after / assist tenants	3.8%	9	3.3%	1	1.9%	3	10.0%	4	3.3%	5	4.2%	3	6.3%	1
Clear channel of communication between tenants and council	3.8%	9	0.0%	0	5.6%	9	0.0%	0	5.3%	8	1.4%	1	0.0%	0
Give tenants more rights	3.4%	8	0.0%	0	3.1%	5	5.0%	2	3.3%	5	4.2%	3	0.0%	0
Remove council involvement	2.9%	7	3.3%	1	3.7%	6	0.0%	0	3.3%	5	0.0%	0	12.5%	2
Ensure things are managed fairly	2.9%	7	3.3%	1	2.5%	4	2.5%	1	2.7%	4	4.2%	3	0.0%	0
Liaison between council and residents	2.1%	5	0.0%	0	1.2%	2	7.5%	3	1.3%	2	2.8%	2	6.3%	1
Nominated to make decisions for tenants	2.1%	5	0.0%	0	2.5%	4	2.5%	1	2.0%	3	0.0%	0	12.5%	2
Evaluate how things in the area are going	0.4%	1	0.0%	0	0.6%	1	0.0%	0	0.7%	1	0.0%	0	0.0%	0
(Don't know)	59.7%	142	60.0%	18	59.3%	96	65.0%	26	59.3%	89	59.7%	43	62.5%	10
Base:		238		30		162		40		150		72		16
Q23 May I give you a brief explanation? (cue extended introduction/preamble)														
<i>Those unaware of the Residents' Commission at Q21</i>														
Yes	84.8%	434	88.6%	78	84.3%	258	83.2%	89	84.3%	284	87.8%	130	74.1%	20
No	15.2%	78	11.4%	10	15.7%	48	16.8%	18	15.7%	53	12.2%	18	25.9%	7
Base:		512		88		306		107		337		148		27
Mean score: [Very important = 2, Quite important = 1, Neither = 0, Not very important = -1, Not at all important = -2]														
Q24 How important to you is it to have more control or influence over the future of your housing and the services you receive? [PR]														
Very important	53.6%	402	51.7%	61	53.2%	249	54.4%	80	52.6%	256	55.9%	123	53.5%	23
Quite important	25.1%	188	28.8%	34	25.0%	117	22.4%	33	25.3%	123	25.9%	57	18.6%	8
Neither important nor unimportant	12.5%	94	10.2%	12	13.9%	65	11.6%	17	13.1%	64	10.5%	23	16.3%	7
Not very important	4.5%	34	5.1%	6	4.1%	19	5.4%	8	4.7%	23	4.1%	9	4.7%	2
Not at all important	4.3%	32	4.2%	5	3.8%	18	6.1%	9	4.3%	21	3.6%	8	7.0%	3
Mean:		1.19		1.19		1.20		1.14		1.17		1.26		1.07
Base:		750		118		468		147		487		220		43
Q25 Would you be interested in any, some or all of the following? [PR]														
<i>Deciding how money gets spent on your housing and the area or estate where you live</i>														
Yes	52.3%	392	50.8%	60	53.4%	250	48.3%	71	54.0%	263	52.7%	116	30.2%	13
No	41.1%	308	38.1%	45	41.9%	196	42.2%	62	39.8%	194	40.0%	88	60.5%	26
(Don't know)	6.7%	50	11.0%	13	4.7%	22	9.5%	14	6.2%	30	7.3%	16	9.3%	4
Base:		750		118		468		147		487		220		43
<i>Being involved in planning the future of your housing and the area or estate where you live</i>														
Yes	48.4%	363	50.0%	59	50.4%	236	40.1%	59	49.5%	241	47.7%	105	39.5%	17
No	45.1%	338	41.5%	49	44.4%	208	50.3%	74	43.9%	214	46.4%	102	51.2%	22
(Don't know)	6.5%	49	8.5%	10	5.1%	24	9.5%	14	6.6%	32	5.9%	13	9.3%	4
Base:		750		118		468		147		487		220		43
<i>Being involved in residents having more say in the management of their housing</i>														
Yes	55.2%	414	55.1%	65	55.6%	260	52.4%	77	55.0%	268	58.2%	128	41.9%	18
No	39.2%	294	38.1%	45	39.1%	183	41.5%	61	39.2%	191	36.4%	80	53.5%	23
(Don't know)	5.6%	42	6.8%	8	5.3%	25	6.1%	9	5.7%	28	5.5%	12	4.7%	2
Base:		750		118		468		147		487		220		43

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Being involved in residents having a vote on all major decisions about the future of their housing														
Yes	60.4%	453	58.5%	69	61.5%	288	57.1%	84	61.4%	299	59.1%	130	55.8%	24
No	34.1%	256	35.6%	42	33.3%	156	36.1%	53	32.4%	158	36.8%	81	39.5%	17
(Don't know)	5.5%	41	5.9%	7	5.1%	24	6.8%	10	6.2%	30	4.1%	9	4.7%	2
Base:		750		118		468		147		487		220		43
Being on the Board of the organisation that owns and runs your housing and being responsible for policy and how the housing is run														
Yes	30.3%	227	33.9%	40	30.3%	142	27.2%	40	31.4%	153	30.5%	67	16.3%	7
No	62.8%	471	56.8%	67	64.1%	300	62.6%	92	60.8%	296	64.1%	141	79.1%	34
(Don't know)	6.9%	52	9.3%	11	5.6%	26	10.2%	15	7.8%	38	5.5%	12	4.7%	2
Base:		750		118		468		147		487		220		43
Taking part in local focus groups and consultation events														
Yes	38.5%	289	45.8%	54	38.9%	182	31.3%	46	38.8%	189	40.9%	90	23.3%	10
No	55.5%	416	46.6%	55	55.3%	259	62.6%	92	53.6%	261	56.4%	124	72.1%	31
(Don't know)	6.0%	45	7.6%	9	5.8%	27	6.1%	9	7.6%	37	2.7%	6	4.7%	2
Base:		750		118		468		147		487		220		43
Q26 Thinking about the future, provided you and other residents were fully consulted, do you think the area or estate where you live could be improved by modernisation or redevelopment?														
Yes	40.3%	302	39.0%	46	42.9%	201	32.7%	48	43.7%	213	36.4%	80	20.9%	9
No	59.7%	448	61.0%	72	57.1%	267	67.3%	99	56.3%	274	63.6%	140	79.1%	34
Base:		750		118		468		147		487		220		43

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Q27 In what way(s) do you think it could be improved?														
<i>Those who feel their local area could be improved by modernisation or redevelopment at Q26</i>														
Update all housing to the same standard / modernise	14.9%	45	19.6%	9	13.9%	28	14.6%	7	15.0%	32	16.3%	13	0.0%	0
Refurbish exterior of buildings	8.6%	26	10.9%	5	10.0%	20	2.1%	1	8.5%	18	10.0%	8	0.0%	0
New windows	7.9%	24	2.2%	1	9.0%	18	6.3%	3	6.1%	13	10.0%	8	33.3%	3
Make the area look more appealing	7.3%	22	6.5%	3	7.5%	15	8.3%	4	6.6%	14	8.8%	7	11.1%	1
Better security / CCTV	7.3%	22	4.3%	2	7.5%	15	10.4%	5	7.5%	16	7.5%	6	0.0%	0
Better maintenance of properties	6.3%	19	10.9%	5	5.5%	11	6.3%	3	6.1%	13	7.5%	6	0.0%	0
More play areas / facilities for children	6.0%	18	6.5%	3	6.5%	13	2.1%	1	7.5%	16	2.5%	2	0.0%	0
Install lifts where needed	6.0%	18	4.3%	2	8.0%	16	0.0%	0	7.0%	15	2.5%	2	11.1%	1
More lighting	4.0%	12	6.5%	3	4.0%	8	0.0%	0	5.6%	12	0.0%	0	0.0%	0
More parking spaces needs to be provided	3.6%	11	2.2%	1	4.0%	8	4.2%	2	4.2%	9	2.5%	2	0.0%	0
More green spaces	3.3%	10	2.2%	1	3.0%	6	6.3%	3	3.3%	7	3.8%	3	0.0%	0
Regular cleaning team for the area	3.3%	10	0.0%	0	3.5%	7	6.3%	3	2.8%	6	5.0%	4	0.0%	0
More living space needed / extend properties where possible	2.6%	8	2.2%	1	2.0%	4	6.3%	3	2.3%	5	3.8%	3	0.0%	0
More communal areas	2.6%	8	2.2%	1	2.5%	5	4.2%	2	2.8%	6	2.5%	2	0.0%	0
Better doors	2.0%	6	2.2%	1	2.5%	5	0.0%	0	1.4%	3	2.5%	2	11.1%	1
Improve road layout	1.7%	5	0.0%	0	1.5%	3	4.2%	2	0.9%	2	2.5%	2	11.1%	1
Guttering / drainage needs updating	1.7%	5	0.0%	0	1.5%	3	4.2%	2	0.9%	2	3.8%	3	0.0%	0
Pavements need maintaining	1.3%	4	0.0%	0	1.5%	3	2.1%	1	0.9%	2	2.5%	2	0.0%	0
Provide more local shops	1.3%	4	4.3%	2	0.5%	1	2.1%	1	1.4%	3	1.3%	1	0.0%	0
New developments are need to cope with demand	1.3%	4	2.2%	1	0.0%	0	6.3%	3	0.9%	2	2.5%	2	0.0%	0
Better heating systems	1.3%	4	0.0%	0	2.0%	4	0.0%	0	1.4%	3	0.0%	0	11.1%	1
Increase public safety / reduce anti-social behaviour	1.0%	3	2.2%	1	1.0%	2	0.0%	0	0.9%	2	1.3%	1	0.0%	0
Introduce more / better community facilities (e.g. community centre, library)	1.0%	3	0.0%	0	1.0%	2	0.0%	0	0.9%	2	1.3%	1	0.0%	0
Address traffic concerns	0.3%	1	0.0%	0	0.5%	1	0.0%	0	0.0%	0	0.0%	0	11.1%	1
(Don't know)	17.6%	53	17.4%	8	18.4%	37	14.6%	7	18.8%	40	13.8%	11	22.2%	2
(None mentioned)	1.7%	5	0.0%	0	2.0%	4	2.1%	1	1.9%	4	1.3%	1	0.0%	0
Base:		302		46		201		48		213		80		9

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Q28 If a modernisation or redevelopment proposal that affected you were to be made in the future, what would your main concerns be?														
Would depend on what the proposals were	7.6%	57	5.1%	6	8.1%	38	8.2%	12	8.0%	39	5.9%	13	11.6%	5
Would I have to relocate?	7.1%	53	8.5%	10	5.1%	24	10.2%	15	7.0%	34	6.8%	15	9.3%	4
The area will lose its character	3.9%	29	2.5%	3	4.7%	22	2.0%	3	2.5%	12	5.9%	13	9.3%	4
Will it cost me anything?	3.1%	23	5.9%	7	2.4%	11	1.4%	2	2.9%	14	4.1%	9	0.0%	0
How will overcrowding be resolved?	2.7%	20	2.5%	3	2.1%	10	4.8%	7	2.7%	13	2.3%	5	4.7%	2
How much disruption will be caused?	1.6%	12	1.7%	2	1.3%	6	2.0%	3	1.6%	8	0.9%	2	4.7%	2
Would be concerned about the quality of new builds	1.2%	9	0.8%	1	1.5%	7	0.7%	1	1.8%	9	0.0%	0	0.0%	0
Noise	1.1%	8	1.7%	2	0.6%	3	2.0%	3	1.0%	5	0.9%	2	2.3%	1
Impact to the environment	0.9%	7	1.7%	2	0.9%	4	0.7%	1	0.8%	4	1.4%	3	0.0%	0
Traffic congestion	0.8%	6	0.8%	1	0.9%	4	0.7%	1	0.6%	3	0.9%	2	2.3%	1
Security concerns	0.8%	6	1.7%	2	0.4%	2	1.4%	2	0.6%	3	1.4%	3	0.0%	0
Will our tenancy be put at risk?	0.8%	6	2.5%	3	0.4%	2	0.7%	1	0.4%	2	1.8%	4	0.0%	0
Will local transport be affected?	0.8%	6	0.0%	0	0.6%	3	2.0%	3	0.6%	3	1.4%	3	0.0%	0
Will local retailers be affected?	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0
Will it spoil the area?	0.1%	1	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.5%	1	0.0%	0
(None mentioned)	57.7%	433	58.5%	69	60.0%	281	51.7%	76	59.3%	289	56.8%	125	44.2%	19
(Don't know)	11.9%	89	12.7%	15	11.8%	55	12.2%	18	12.9%	63	9.5%	21	11.6%	5
Base:		750		118		468		147		487		220		43
Q29 Thinking about the future, provided you and other residents were fully consulted, do you think the area or estate where you live could be improved by re-designing some of the existing space around the housing (e.g. landscaping, parking areas etc)?														
Yes	46.5%	349	53.4%	63	47.0%	220	40.1%	59	51.3%	250	39.1%	86	30.2%	13
No	53.5%	401	46.6%	55	53.0%	248	59.9%	88	48.7%	237	60.9%	134	69.8%	30
Base:		750		118		468		147		487		220		43
Q30 How do think it could be improved by re-designing some of the existing space around the housing? [MR]														
<i>Those who feel their local area could be improved by re-designing some of the existing space around the housing at Q29</i>														
More parking	35.8%	125	47.6%	30	31.4%	69	40.7%	24	38.0%	95	30.2%	26	30.8%	4
More green areas	33.0%	115	33.3%	21	33.6%	74	32.2%	19	31.2%	78	38.4%	33	30.8%	4
More play areas for children	21.8%	76	25.4%	16	22.3%	49	18.6%	11	23.2%	58	20.9%	18	0.0%	0
More CCTV / security measures	12.0%	42	11.1%	7	10.5%	23	18.6%	11	13.2%	33	10.5%	9	0.0%	0
Lighting	3.2%	11	1.6%	1	2.7%	6	6.8%	4	2.4%	6	5.8%	5	0.0%	0
Better overall estate maintenance	3.2%	11	4.8%	3	3.2%	7	1.7%	1	3.2%	8	2.3%	2	7.7%	1
Visitor parking bays / permits	2.9%	10	3.2%	2	1.8%	4	5.1%	3	2.4%	6	4.7%	4	0.0%	0
Remove or occupy vacant units	1.4%	5	1.6%	1	1.4%	3	1.7%	1	1.2%	3	1.2%	1	7.7%	1
More street cleaning	1.1%	4	1.6%	1	0.9%	2	0.0%	0	0.8%	2	2.3%	2	0.0%	0
Better paving	0.9%	3	0.0%	0	0.9%	2	1.7%	1	0.4%	1	1.2%	1	7.7%	1
Remove subways and undergrown car parks	0.9%	3	1.6%	1	0.5%	1	1.7%	1	0.8%	2	1.2%	1	0.0%	0
More gated areas	0.9%	3	0.0%	0	0.9%	2	0.0%	0	0.8%	2	1.2%	1	0.0%	0
Improve road surfaces	0.6%	2	0.0%	0	0.0%	0	3.4%	2	0.0%	0	2.3%	2	0.0%	0
More flats	0.6%	2	0.0%	0	0.9%	2	0.0%	0	0.8%	2	0.0%	0	0.0%	0
Fewer high rise flats	0.6%	2	0.0%	0	0.9%	2	0.0%	0	0.4%	1	1.2%	1	0.0%	0
More communal areas	0.6%	2	1.6%	1	0.5%	1	0.0%	0	0.0%	0	2.3%	2	0.0%	0
More public seating	0.6%	2	0.0%	0	0.9%	2	0.0%	0	0.8%	2	0.0%	0	0.0%	0
Better use of existing space	0.3%	1	0.0%	0	0.5%	1	0.0%	0	0.4%	1	0.0%	0	0.0%	0
(Don't know)	10.0%	35	6.3%	4	12.7%	28	3.4%	2	10.4%	26	8.1%	7	15.4%	2
(Nothing)	2.0%	7	3.2%	2	2.3%	5	0.0%	0	2.4%	6	1.2%	1	0.0%	0
Base:		349		63		220		59		250		86		13

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	Total	High rise flat (Q03)	Medium rise flat (Q03)	House or bungalow (Q03)	Part of an estate (Q04)	Individual street property (Q04)	Sheltered scheme (Q04)							
Q31 If there were a proposal to re-design some of the existing space around the housing, what would your main concerns be?														
Would depend on what the proposals were	4.8%	36	0.8%	1	5.1%	24	6.8%	10	4.5%	22	4.5%	10	9.3%	4
Impact on car parking	3.9%	29	0.8%	1	5.3%	25	1.4%	2	5.1%	25	0.9%	2	4.7%	2
Will there be overcrowding?	3.2%	24	2.5%	3	3.8%	18	1.4%	2	2.9%	14	3.6%	8	4.7%	2
Not being kept up to date about developments	2.5%	19	0.8%	1	1.7%	8	5.4%	8	2.1%	10	3.2%	7	4.7%	2
How much disruption will be caused?	2.1%	16	2.5%	3	1.5%	7	3.4%	5	1.6%	8	3.2%	7	2.3%	1
What affect it will have on green spaces?	2.0%	15	5.1%	6	1.5%	7	1.4%	2	2.3%	11	1.4%	3	2.3%	1
How will it change the character of the area?	2.0%	15	1.7%	2	1.1%	5	4.8%	7	1.6%	8	3.2%	7	0.0%	0
Will it cost me anything?	1.5%	11	1.7%	2	1.9%	9	0.0%	0	1.4%	7	1.8%	4	0.0%	0
How will it affect me?	0.9%	7	0.8%	1	0.6%	3	2.0%	3	0.8%	4	0.9%	2	2.3%	1
Will I have to relocate?	0.9%	7	0.8%	1	0.6%	3	2.0%	3	0.8%	4	1.4%	3	0.0%	0
Noise	0.8%	6	1.7%	2	0.6%	3	0.7%	1	0.8%	4	0.9%	2	0.0%	0
Where will the children be able to go during the re-design?	0.8%	6	0.8%	1	0.9%	4	0.7%	1	1.0%	5	0.5%	1	0.0%	0
Will I lose my garden space?	0.5%	4	0.0%	0	0.6%	3	0.0%	0	0.6%	3	0.5%	1	0.0%	0
Security concerns	0.4%	3	0.0%	0	0.6%	3	0.0%	0	0.4%	2	0.5%	1	0.0%	0
Will traffic congestion be addressed?	0.4%	3	0.8%	1	0.2%	1	0.7%	1	0.4%	2	0.5%	1	0.0%	0
Impact on school catchments	0.1%	1	0.0%	0	0.0%	0	0.7%	1	0.2%	1	0.0%	0	0.0%	0
Will it impact on community spirit?	0.1%	1	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.5%	1	0.0%	0
(None mentioned)	60.5%	454	62.7%	74	61.3%	287	57.8%	85	61.2%	298	59.5%	131	58.1%	25
(Don't know)	13.1%	98	16.9%	20	13.0%	61	10.9%	16	12.9%	63	13.6%	30	11.6%	5
Base:		750		118		468		147		487		220		43
Q32 Thinking about the future, provided you and other residents were fully consulted, do you think there could be a need to build some new homes in the area or estate where you live?														
Yes	35.2%	264	36.4%	43	34.2%	160	39.5%	58	33.7%	164	39.1%	86	32.6%	14
No	64.8%	486	63.6%	75	65.8%	308	60.5%	89	66.3%	323	60.9%	134	67.4%	29
Base:		750		118		468		147		487		220		43
Q33 What type of new homes do you think could be needed?														
<i>Those who feel there is a need to build more housing in their area at Q32</i>														
Flats	27.7%	73	27.9%	12	31.3%	50	19.0%	11	29.3%	48	27.9%	24	7.1%	1
Family homes	18.6%	49	30.2%	13	14.4%	23	20.7%	12	16.5%	27	25.6%	22	0.0%	0
Social housing	15.2%	40	4.7%	2	15.0%	24	24.1%	14	11.6%	19	19.8%	17	28.6%	4
Affordable houses	15.2%	40	11.6%	5	17.5%	28	10.3%	6	16.5%	27	11.6%	10	21.4%	3
More council houses	10.6%	28	9.3%	4	11.3%	18	10.3%	6	12.2%	20	8.1%	7	7.1%	1
Small, single person homes / starter homes	8.0%	21	9.3%	4	6.3%	10	12.1%	7	8.5%	14	7.0%	6	7.1%	1
Bungalows	4.5%	12	4.7%	2	4.4%	7	5.2%	3	5.5%	9	3.5%	3	0.0%	0
Homes for the elderly	2.7%	7	2.3%	1	2.5%	4	3.4%	2	2.4%	4	0.0%	0	21.4%	3
Sheltered housing	1.9%	5	0.0%	0	2.5%	4	1.7%	1	1.2%	2	2.3%	2	7.1%	1
Any	1.5%	4	0.0%	0	0.6%	1	3.4%	2	2.4%	4	0.0%	0	0.0%	0
(Don't know)	5.3%	14	7.0%	3	5.6%	9	3.4%	2	6.1%	10	3.5%	3	7.1%	1
Base:		264		43		160		58		164		86		14

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	Total	High rise flat (Q03)	Medium rise flat (Q03)	House or bungalow (Q03)	Part of an estate (Q04)	Individual street property (Q04)	Sheltered scheme (Q04)							
Q34 What impact (positive or negative) do you think some new homes might have on the area or estate where you live?														
There's no space for new housing	29.2%	219	27.1%	32	31.2%	146	23.8%	35	30.4%	148	26.4%	58	30.2%	13
Overcrowding	9.6%	72	14.4%	17	7.3%	34	12.2%	18	10.1%	49	10.0%	22	2.3%	1
Think it'd be a good thing	9.6%	72	9.3%	11	9.0%	42	12.2%	18	8.8%	43	11.4%	25	9.3%	4
More affordable housing is needed	6.9%	52	7.6%	9	6.8%	32	6.1%	9	7.2%	35	6.8%	15	4.7%	2
Think it'd be a bad thing	4.3%	32	1.7%	2	4.9%	23	4.8%	7	4.5%	22	2.3%	5	11.6%	5
Would give more homes for families	3.6%	27	4.2%	5	3.4%	16	4.1%	6	3.1%	15	5.0%	11	2.3%	1
Much needed homes for young people	2.4%	18	1.7%	2	1.9%	9	4.8%	7	2.3%	11	3.2%	7	0.0%	0
Build community spirit	2.0%	15	1.7%	2	2.4%	11	1.4%	2	1.2%	6	3.6%	8	2.3%	1
Will make the area look better	2.0%	15	2.5%	3	2.4%	11	0.7%	1	1.8%	9	2.7%	6	0.0%	0
Depends on who it attracts	1.9%	14	2.5%	3	1.3%	6	2.7%	4	1.8%	9	1.8%	4	2.3%	1
Already development going on	1.9%	14	1.7%	2	2.1%	10	1.4%	2	2.1%	10	1.8%	4	0.0%	0
Traffic congestion	1.5%	11	0.8%	1	1.1%	5	3.4%	5	1.0%	5	2.3%	5	2.3%	1
Would regenerate the area	1.2%	9	1.7%	2	0.9%	4	2.0%	3	0.8%	4	2.3%	5	0.0%	0
Good for the local economy	1.1%	8	0.0%	0	1.5%	7	0.7%	1	1.0%	5	1.4%	3	0.0%	0
Nowhere to park	0.9%	7	0.8%	1	1.3%	6	0.0%	0	0.8%	4	0.9%	2	2.3%	1
More housing for the older generation	0.5%	4	0.0%	0	0.6%	3	0.7%	1	0.4%	2	0.9%	2	0.0%	0
Improve peoples living standards	0.5%	4	1.7%	2	0.4%	2	0.0%	0	0.8%	4	0.0%	0	0.0%	0
Should focus on schools and hospitals	0.4%	3	0.0%	0	0.6%	3	0.0%	0	0.2%	1	0.9%	2	0.0%	0
Noise	0.4%	3	0.0%	0	0.2%	1	1.4%	2	0.4%	2	0.5%	1	0.0%	0
Building works will be disruptive	0.1%	1	0.8%	1	0.0%	0	0.0%	0	0.2%	1	0.0%	0	0.0%	0
(Don't know)	17.6%	132	18.6%	22	17.9%	84	15.6%	23	18.7%	91	14.1%	31	23.3%	10
(Nothing)	4.9%	37	3.4%	4	5.3%	25	4.8%	7	4.7%	23	5.5%	12	4.7%	2
Base:		750		118		468		147		487		220		43
Q35 Thinking about the future of the area or estate where you live, do you think there is a need for projects or activities that would create new local job opportunities?														
Yes	47.5%	356	49.2%	58	48.9%	229	40.1%	59	49.5%	241	47.3%	104	25.6%	11
No	52.5%	394	50.8%	60	51.1%	239	59.9%	88	50.5%	246	52.7%	116	74.4%	32
Base:		750		118		468		147		487		220		43

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Q36 What kinds of projects or activities do you think are needed locally?														
<i>Those who feel there is a need for more local job opportunities at Q35</i>														
Youth clubs	18.5%	66	17.2%	10	17.0%	39	23.7%	14	18.7%	45	19.2%	20	9.1%	1
More aimed at children	7.3%	26	10.3%	6	7.0%	16	5.1%	3	8.3%	20	5.8%	6	0.0%	0
Community gym / leisure centre	5.9%	21	12.1%	7	4.8%	11	3.4%	2	6.2%	15	5.8%	6	0.0%	0
Apprenticeships	5.6%	20	5.2%	3	4.8%	11	10.2%	6	5.0%	12	7.7%	8	0.0%	0
Training for young people just leaving school	5.3%	19	1.7%	1	5.2%	12	8.5%	5	4.1%	10	8.7%	9	0.0%	0
Engage / attract local business	5.3%	19	10.3%	6	4.8%	11	3.4%	2	6.2%	15	3.8%	4	0.0%	0
Anything that gets someone a job	4.8%	17	8.6%	5	3.9%	9	5.1%	3	5.4%	13	3.8%	4	0.0%	0
Community centre	4.2%	15	5.2%	3	4.4%	10	3.4%	2	5.0%	12	2.9%	3	0.0%	0
Gardening work	3.4%	12	1.7%	1	2.6%	6	8.5%	5	2.5%	6	5.8%	6	0.0%	0
Workshops to help people get back to work	3.4%	12	1.7%	1	4.4%	10	1.7%	1	4.1%	10	1.9%	2	0.0%	0
Building projects	2.2%	8	1.7%	1	2.6%	6	1.7%	1	3.3%	8	0.0%	0	0.0%	0
Day care centres	2.0%	7	1.7%	1	2.6%	6	0.0%	0	2.1%	5	1.9%	2	0.0%	0
More / better use of open spaces	1.7%	6	0.0%	0	1.7%	4	3.4%	2	0.8%	2	2.9%	3	9.1%	1
IT learning schemes	0.8%	3	1.7%	1	0.4%	1	0.0%	0	1.2%	3	0.0%	0	0.0%	0
Adult learning	0.6%	2	0.0%	0	0.4%	1	1.7%	1	0.4%	1	1.0%	1	0.0%	0
Other	0.6%	2	0.0%	0	0.9%	2	0.0%	0	0.4%	1	1.0%	1	0.0%	0
Money management advice	0.3%	1	0.0%	0	0.4%	1	0.0%	0	0.4%	1	0.0%	0	0.0%	0
Sports events	0.3%	1	1.7%	1	0.0%	0	0.0%	0	0.4%	1	0.0%	0	0.0%	0
Music events	0.3%	1	1.7%	1	0.0%	0	0.0%	0	0.4%	1	0.0%	0	0.0%	0
(Don't know)	36.2%	129	29.3%	17	40.2%	92	27.1%	16	34.4%	83	35.6%	37	81.8%	9
Base:		356		58		229		59		241		104		11

INF How would you expect to find out about local news, or something that might affect where you live: [MR/PR]

Main source

From a local newspaper	29.2%	219	34.7%	41	26.3%	123	33.3%	49	31.4%	153	24.1%	53	30.2%	13
From the internet	12.9%	97	10.2%	12	15.4%	72	8.2%	12	12.3%	60	15.9%	35	4.7%	2
Council Newsletter	11.1%	83	7.6%	9	11.8%	55	12.2%	18	11.9%	58	9.5%	21	9.3%	4
From the radio, TV or national newspaper	7.1%	53	3.4%	4	7.5%	35	8.2%	12	6.0%	29	8.2%	18	14.0%	6
Letter from the council	6.1%	46	6.8%	8	6.2%	29	6.1%	9	6.0%	29	7.3%	16	2.3%	1
From a neighbour or visitor	3.5%	26	3.4%	4	3.4%	16	3.4%	5	3.3%	16	3.2%	7	7.0%	3
By being out and about in the community	3.2%	24	1.7%	2	3.2%	15	4.1%	6	2.9%	14	3.6%	8	4.7%	2
Council leaflet through letterbox	2.4%	18	3.4%	4	2.1%	10	2.0%	3	1.8%	9	3.2%	7	4.7%	2
Posters / notice boards	1.6%	12	2.5%	3	1.9%	9	0.0%	0	2.3%	11	0.5%	1	0.0%	0
Housing officer	0.9%	7	0.8%	1	1.3%	6	0.0%	0	0.8%	4	0.0%	0	7.0%	3
Email from the council	0.7%	5	0.0%	0	0.6%	3	0.7%	1	0.8%	4	0.5%	1	0.0%	0
Tenant meetings	0.5%	4	0.8%	1	0.6%	3	0.0%	0	0.2%	1	0.5%	1	4.7%	2
When in a local shop, café, hairdresser, etc.	0.3%	2	0.8%	1	0.0%	0	0.7%	1	0.4%	2	0.0%	0	0.0%	0
(None mentioned / Don't know)	20.5%	154	23.7%	28	19.7%	92	21.1%	31	19.9%	97	23.6%	52	11.6%	5
Base:		750		118		468		147		487		220		43

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	Total	High rise flat (Q03)	Medium rise flat (Q03)	House or bungalow (Q03)	Part of an estate (Q04)	Individual street property (Q04)	Sheltered scheme (Q04)							
Other source(s)														
From a local newspaper	10.7%	80	7.6%	9	11.8%	55	8.8%	13	10.9%	53	10.9%	24	7.0%	3
From the internet	8.4%	63	4.2%	5	9.4%	44	9.5%	14	8.0%	39	10.0%	22	4.7%	2
From the radio, TV or national newspaper	6.8%	51	4.2%	5	8.1%	38	4.8%	7	7.2%	35	5.9%	13	7.0%	3
From a neighbour or visitor	5.2%	39	4.2%	5	4.9%	23	6.1%	9	5.7%	28	4.5%	10	2.3%	1
Council Newsletter	3.1%	23	5.1%	6	2.6%	12	2.0%	3	2.9%	14	3.6%	8	2.3%	1
Letter from the council	1.9%	14	1.7%	2	2.1%	10	1.4%	2	1.8%	9	1.4%	3	4.7%	2
By being out and about in the community	1.6%	12	1.7%	2	1.7%	8	1.4%	2	1.6%	8	1.4%	3	2.3%	1
Posters / notice boards	1.2%	9	0.0%	0	1.1%	5	2.7%	4	1.0%	5	1.8%	4	0.0%	0
Council leaflet through letterbox	0.8%	6	0.8%	1	0.6%	3	1.4%	2	1.0%	5	0.5%	1	0.0%	0
Tenant meetings	0.7%	5	0.0%	0	0.9%	4	0.7%	1	0.6%	3	0.0%	0	4.7%	2
Phone call from the council	0.4%	3	0.8%	1	0.2%	1	0.7%	1	0.6%	3	0.0%	0	0.0%	0
When in a local shop, café, hairdresser, etc.	0.4%	3	1.7%	2	0.2%	1	0.0%	0	0.6%	3	0.0%	0	0.0%	0
When at work	0.3%	2	0.0%	0	0.2%	1	0.7%	1	0.2%	1	0.5%	1	0.0%	0
Housing officer	0.3%	2	0.0%	0	0.2%	1	0.7%	1	0.2%	1	0.0%	0	2.3%	1
(None mentioned / Don't know)	66.9%	502	71.2%	84	66.7%	312	65.3%	96	66.1%	322	68.2%	150	69.8%	30
Base:		750		118		468		147		487		220		43
Any source														
From a local newspaper	39.9%	299	42.4%	50	38.0%	178	42.2%	62	42.3%	206	35.0%	77	37.2%	16
From the internet	21.3%	160	14.4%	17	24.8%	116	17.7%	26	20.3%	99	25.9%	57	9.3%	4
Council Newsletter	14.1%	106	12.7%	15	14.3%	67	14.3%	21	14.8%	72	13.2%	29	11.6%	5
From the radio, TV or national newspaper	13.9%	104	7.6%	9	15.6%	73	12.9%	19	13.1%	64	14.1%	31	20.9%	9
From a neighbour or visitor	8.7%	65	7.6%	9	8.3%	39	9.5%	14	9.0%	44	7.7%	17	9.3%	4
Letter from the council	8.0%	60	8.5%	10	8.3%	39	7.5%	11	7.8%	38	8.6%	19	7.0%	3
By being out and about in the community	4.8%	36	3.4%	4	4.9%	23	5.4%	8	4.5%	22	5.0%	11	7.0%	3
Council leaflet through letterbox	3.2%	24	4.2%	5	2.8%	13	3.4%	5	2.9%	14	3.6%	8	4.7%	2
Posters / notice boards	2.8%	21	2.5%	3	3.0%	14	2.7%	4	3.3%	16	2.3%	5	0.0%	0
Tenant meetings	1.2%	9	0.8%	1	1.5%	7	0.7%	1	0.8%	4	0.5%	1	9.3%	4
Housing officer	1.2%	9	0.8%	1	1.5%	7	0.7%	1	1.0%	5	0.0%	0	9.3%	4
Email from the council	0.7%	5	0.0%	0	0.6%	3	0.7%	1	0.8%	4	0.5%	1	0.0%	0
When in a local shop, café, hairdresser, etc.	0.7%	5	2.5%	3	0.2%	1	0.7%	1	1.0%	5	0.0%	0	0.0%	0
Phone call from the council	0.4%	3	0.8%	1	0.2%	1	0.7%	1	0.6%	3	0.0%	0	0.0%	0
When at work	0.3%	2	0.0%	0	0.2%	1	0.7%	1	0.2%	1	0.5%	1	0.0%	0
Base:		750		118		468		147		487		220		43
GEN Gender														
Male	37.9%	284	33.9%	40	42.1%	197	29.3%	43	41.3%	201	30.5%	67	37.2%	16
Female	62.1%	466	66.1%	78	57.9%	271	70.7%	104	58.7%	286	69.5%	153	62.8%	27
Base:		750		118		468		147		487		220		43
AGE Age:														
18 - 25 years	4.3%	32	7.6%	9	3.8%	18	2.7%	4	4.3%	21	5.0%	11	0.0%	0
26 - 30 years	5.7%	43	9.3%	11	5.3%	25	2.7%	4	7.2%	35	3.6%	8	0.0%	0
31 - 40 years	12.7%	95	16.9%	20	14.5%	68	4.1%	6	13.6%	66	13.2%	29	0.0%	0
41 - 50 years	14.4%	108	11.0%	13	16.2%	76	12.2%	18	15.8%	77	14.1%	31	0.0%	0
51 - 60 years	19.3%	145	14.4%	17	18.6%	87	27.2%	40	18.7%	91	24.1%	53	2.3%	1
61 - 70 years	15.5%	116	11.9%	14	15.4%	72	17.0%	25	15.0%	73	14.5%	32	25.6%	11
Over 70 years	23.5%	176	24.6%	29	21.4%	100	29.3%	43	20.7%	101	21.4%	47	65.1%	28
(Refused)	4.7%	35	4.2%	5	4.7%	22	4.8%	7	4.7%	23	4.1%	9	7.0%	3
Base:		750		118		468		147		487		220		43

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	High rise flat (Q03)	Medium rise flat (Q03)	House or bungalow (Q03)	Part of an estate (Q04)	Individual street property (Q04)	Sheltered scheme (Q04)
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Mean score (people):

Q37 Including yourself, how many people live in your household? [PR]

1	37.7%	283	43.2%	51	40.6%	190	23.8%	35	36.3%	177	31.8%	70	83.7%	36
2	22.8%	171	22.0%	26	22.2%	104	25.2%	37	23.6%	115	23.2%	51	11.6%	5
3	15.5%	116	9.3%	11	14.7%	69	23.1%	34	15.2%	74	19.1%	42	0.0%	0
4	7.2%	54	10.2%	12	6.2%	29	8.8%	13	8.2%	40	6.4%	14	0.0%	0
5	5.3%	40	4.2%	5	5.1%	24	6.1%	9	4.7%	23	7.7%	17	0.0%	0
6	1.5%	11	1.7%	2	1.3%	6	2.0%	3	1.2%	6	2.3%	5	0.0%	0
7	0.4%	3	0.0%	0	0.2%	1	1.4%	2	0.4%	2	0.5%	1	0.0%	0
8	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
9	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0
More than 9	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	9.5%	71	9.3%	11	9.4%	44	9.5%	14	10.1%	49	9.1%	20	4.7%	2
<i>Mean:</i>		2.19		2.07		2.11		2.56		2.20		2.38		1.12
Base:		750		118		468		147		487		220		43

Mean score (people, excludes 'none'):

Q38 How many are under 16? [PR]

1	8.9%	67	14.4%	17	8.3%	39	5.4%	8	9.9%	48	8.6%	19	0.0%	0
2	6.4%	48	8.5%	10	6.2%	29	6.1%	9	7.0%	34	6.4%	14	0.0%	0
3	3.3%	25	2.5%	3	4.1%	19	2.0%	3	3.9%	19	2.7%	6	0.0%	0
4	0.9%	7	1.7%	2	0.6%	3	0.7%	1	0.8%	4	1.4%	3	0.0%	0
5	0.3%	2	0.0%	0	0.4%	2	0.0%	0	0.4%	2	0.0%	0	0.0%	0
More than 5	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
None	70.4%	528	62.7%	74	70.7%	331	76.9%	113	67.8%	330	71.4%	157	95.3%	41
(Refused)	9.7%	73	10.2%	12	9.6%	45	8.8%	13	10.3%	50	9.5%	21	4.7%	2
<i>Mean:</i>		2.85		2.69		2.91		2.86		2.86		2.83		0.00
Base:		750		118		468		147		487		220		43

Mean score (people, excludes 'none'):

Q39 How many are between 16-21? [PR]

1	8.7%	65	7.6%	9	6.8%	32	15.6%	23	8.4%	41	10.9%	24	0.0%	0
2	1.7%	13	1.7%	2	0.9%	4	4.8%	7	1.2%	6	3.2%	7	0.0%	0
3	0.3%	2	0.0%	0	0.2%	1	0.7%	1	0.2%	1	0.5%	1	0.0%	0
4	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
5	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
More than 5	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
None	79.5%	596	80.5%	95	82.5%	386	69.4%	102	80.1%	390	75.0%	165	95.3%	41
(Refused)	9.9%	74	10.2%	12	9.6%	45	9.5%	14	10.1%	49	10.5%	23	4.7%	2
<i>Mean:</i>		2.21		2.18		2.16		2.29		2.17		2.28		0.00
Base:		750		118		468		147		487		220		43

Mean score (people, excludes 'none'):

Q40 How many are between 22-64? [PR]

1	34.0%	255	33.9%	40	34.4%	161	32.0%	47	37.0%	180	32.7%	72	7.0%	3
2	21.1%	158	25.4%	30	19.9%	93	22.4%	33	22.2%	108	22.7%	50	0.0%	0
3	5.6%	42	1.7%	2	5.8%	27	8.8%	13	5.5%	27	6.8%	15	0.0%	0
4	2.3%	17	0.0%	0	2.8%	13	2.7%	4	1.8%	9	3.6%	8	0.0%	0
5	0.4%	3	0.0%	0	0.2%	1	1.4%	2	0.0%	0	1.4%	3	0.0%	0
More than 5	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
None	26.5%	199	28.8%	34	26.9%	126	23.1%	34	23.2%	113	22.3%	49	86.0%	37
(Refused)	10.1%	76	10.2%	12	10.0%	47	9.5%	14	10.3%	50	10.5%	23	7.0%	3
<i>Mean:</i>		2.64		2.47		2.64		2.80		2.58		2.78		2.00
Base:		750		118		468		147		487		220		43

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	High rise flat (Q03)	Medium rise flat (Q03)	House or bungalow (Q03)	Part of an estate (Q04)	Individual street property (Q04)	Sheltered scheme (Q04)
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Mean score (people, excludes 'none'):

Q41 How many are 65 and over? [PR]

1	30.0%	225	28.8%	34	29.9%	140	29.3%	43	26.3%	128	27.7%	61	83.7%	36
2	6.4%	48	5.1%	6	5.3%	25	11.6%	17	7.4%	36	4.1%	9	7.0%	3
3	0.1%	1	0.0%	0	0.0%	0	0.7%	1	0.0%	0	0.5%	1	0.0%	0
4	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
5	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
More than 5	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
None	53.5%	401	55.9%	66	54.7%	256	49.7%	73	56.1%	273	57.7%	127	2.3%	1
(Refused)	10.0%	75	10.2%	12	10.0%	47	8.8%	13	10.3%	50	10.0%	22	7.0%	3
<i>Mean:</i>		<i>2.18</i>		<i>2.15</i>		<i>2.15</i>		<i>2.31</i>		<i>2.22</i>		<i>2.15</i>		<i>2.08</i>
Base:		750		118		468		147		487		220		43

Mean score (people, excludes 'none'):

Q42 Please say how many members of your household are: [PR]

In school

None	74.0%	555	72.0%	85	73.9%	346	76.9%	113	72.3%	352	73.6%	162	95.3%	41
One	6.7%	50	8.5%	10	7.1%	33	4.1%	6	7.6%	37	5.9%	13	0.0%	0
Two	5.5%	41	5.1%	6	5.3%	25	6.1%	9	6.2%	30	5.0%	11	0.0%	0
Three	3.3%	25	1.7%	2	3.8%	18	3.4%	5	3.7%	18	3.2%	7	0.0%	0
Four	0.7%	5	1.7%	2	0.4%	2	0.0%	0	0.4%	2	1.4%	3	0.0%	0
Five	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0
Six or more	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	9.7%	73	11.0%	13	9.2%	43	9.5%	14	9.7%	47	10.9%	24	4.7%	2
<i>Mean:</i>		<i>1.90</i>		<i>1.80</i>		<i>1.90</i>		<i>1.95</i>		<i>1.86</i>		<i>2.00</i>		<i>0.00</i>
Base:		750		118		468		147		487		220		43

In higher or further education

None	80.3%	602	79.7%	94	82.9%	388	72.8%	107	80.3%	391	77.3%	170	95.3%	41
One	8.7%	65	9.3%	11	7.1%	33	13.6%	20	8.8%	43	10.0%	22	0.0%	0
Two	0.9%	7	0.8%	1	0.4%	2	2.7%	4	0.8%	4	1.4%	3	0.0%	0
Three	0.4%	3	0.0%	0	0.2%	1	1.4%	2	0.2%	1	0.9%	2	0.0%	0
Four	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	9.6%	72	10.2%	12	9.2%	43	9.5%	14	9.7%	47	10.5%	23	4.7%	2
<i>Mean:</i>		<i>1.21</i>		<i>1.08</i>		<i>1.19</i>		<i>1.31</i>		<i>1.18</i>		<i>1.26</i>		<i>0.00</i>
Base:		750		118		468		147		487		220		43

In vocational training

None	90.0%	675	89.0%	105	90.4%	423	90.5%	133	89.7%	437	89.5%	197	95.3%	41
One	0.4%	3	0.8%	1	0.4%	2	0.0%	0	0.6%	3	0.0%	0	0.0%	0
Two	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Three	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	9.6%	72	10.2%	12	9.2%	43	9.5%	14	9.7%	47	10.5%	23	4.7%	2
<i>Mean:</i>		<i>1.00</i>		<i>1.00</i>		<i>1.00</i>		<i>0.00</i>		<i>1.00</i>		<i>0.00</i>		<i>0.00</i>
Base:		750		118		468		147		487		220		43

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	High rise flat (Q03)		Medium rise flat (Q03)		House or bungalow (Q03)		Part of an estate (Q04)		Individual street property (Q04)		Sheltered scheme (Q04)		
In another type of education or training														
None	89.6%	672	89.0%	105	90.0%	421	89.8%	132	89.1%	434	89.5%	197	95.3%	41
One	0.7%	5	0.8%	1	0.9%	4	0.0%	0	1.0%	5	0.0%	0	0.0%	0
Two	0.1%	1	0.0%	0	0.0%	0	0.7%	1	0.2%	1	0.0%	0	0.0%	0
Three	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	9.6%	72	10.2%	12	9.2%	43	9.5%	14	9.7%	47	10.5%	23	4.7%	2
Mean:		1.17		1.00		1.00		2.00		1.17		0.00		0.00
Base:		750		118		468		147		487		220		43
Not in education or training														
None	66.8%	501	61.9%	73	67.9%	318	67.3%	99	66.9%	326	65.0%	143	74.4%	32
One	13.9%	104	16.9%	20	14.5%	68	10.2%	15	14.4%	70	11.4%	25	20.9%	9
Two	6.7%	50	9.3%	11	6.0%	28	6.8%	10	6.6%	32	8.2%	18	0.0%	0
Three	2.0%	15	1.7%	2	1.3%	6	4.1%	6	1.6%	8	3.2%	7	0.0%	0
Four	1.1%	8	0.0%	0	1.1%	5	2.0%	3	0.8%	4	1.8%	4	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	9.6%	72	10.2%	12	9.2%	43	9.5%	14	9.7%	47	10.5%	23	4.7%	2
Mean:		1.59		1.45		1.51		1.91		1.53		1.81		1.00
Base:		750		118		468		147		487		220		43
Mean score (people, excludes 'none'):														
Q43 Please say how many members of your household are: [PR]														
Working in full time employment														
None	56.1%	421	59.3%	70	55.6%	260	54.4%	80	54.4%	265	52.3%	115	95.3%	41
One	22.0%	165	23.7%	28	21.2%	99	23.8%	35	24.2%	118	21.4%	47	0.0%	0
Two	9.1%	68	6.8%	8	10.0%	47	8.8%	13	8.6%	42	11.8%	26	0.0%	0
Three	1.9%	14	0.0%	0	2.4%	11	2.0%	3	1.8%	9	2.3%	5	0.0%	0
Four	0.9%	7	0.0%	0	1.1%	5	1.4%	2	0.6%	3	1.8%	4	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	10.0%	75	10.2%	12	9.8%	46	9.5%	14	10.3%	50	10.5%	23	4.7%	2
Mean:		1.46		1.22		1.52		1.47		1.40		1.59		0.00
Base:		750		118		468		147		487		220		43
Working in part time employment														
None	75.6%	567	77.1%	91	74.1%	347	79.6%	117	75.2%	366	72.7%	160	95.3%	41
One	13.2%	99	11.9%	14	14.5%	68	10.2%	15	13.3%	65	15.5%	34	0.0%	0
Two	1.1%	8	0.8%	1	1.3%	6	0.7%	1	1.2%	6	0.9%	2	0.0%	0
Three	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	10.1%	76	10.2%	12	10.0%	47	9.5%	14	10.3%	50	10.9%	24	4.7%	2
Mean:		1.07		1.07		1.08		1.06		1.08		1.06		0.00
Base:		750		118		468		147		487		220		43
Working in self-employment														
None	87.6%	657	87.3%	103	87.4%	409	89.1%	131	87.1%	424	87.3%	192	95.3%	41
One	2.3%	17	2.5%	3	2.6%	12	1.4%	2	2.7%	13	1.8%	4	0.0%	0
Two	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Three	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Refused)	10.1%	76	10.2%	12	10.0%	47	9.5%	14	10.3%	50	10.9%	24	4.7%	2
Mean:		1.00		1.00		1.00		1.00		1.00		1.00		0.00
Base:		750		118		468		147		487		220		43

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	High rise flat (Q03)	Medium rise flat (Q03)	House or bungalow (Q03)	Part of an estate (Q04)	Individual street property (Q04)	Sheltered scheme (Q04)							
Not working (EXCLUDES RETIRED)														
None	69.9%	524	68.6%	81	73.5%	344	59.9%	88	70.0%	341	65.0%	143	93.0%	40
One	12.9%	97	13.6%	16	11.3%	53	17.0%	25	13.3%	65	14.5%	32	0.0%	0
Two	4.8%	36	4.2%	5	3.4%	16	10.2%	15	4.5%	22	6.4%	14	0.0%	0
Three	0.9%	7	1.7%	2	0.6%	3	1.4%	2	1.0%	5	0.9%	2	0.0%	0
Four	0.8%	6	0.8%	1	0.9%	4	0.7%	1	0.6%	3	1.4%	3	0.0%	0
Five	0.4%	3	0.8%	1	0.0%	0	1.4%	2	0.2%	1	0.9%	2	0.0%	0
Six or more (Refused)	10.3%	77	10.2%	12	10.3%	48	9.5%	14	10.3%	50	10.9%	24	7.0%	3
Mean:		1.54		1.64		1.45		1.67		1.47		1.66		0.00
Base:		750		118		468		147		487		220		43
Not working - retired														
None	44.9%	337	43.2%	51	47.4%	222	40.8%	60	47.6%	232	47.7%	105	0.0%	0
One	37.3%	280	40.7%	48	36.3%	170	36.1%	53	33.9%	165	35.5%	78	86.0%	37
Two	7.3%	55	5.9%	7	5.8%	27	13.6%	20	8.0%	39	5.9%	13	7.0%	3
Three	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more (Refused)	10.3%	77	10.2%	12	10.3%	48	9.5%	14	10.3%	50	10.9%	24	7.0%	3
Mean:		1.17		1.13		1.15		1.27		1.20		1.14		1.08
Base:		750		118		468		147		487		220		43
Mean score (people, excludes 'none'):														
Q44 Please say how many members of your household are: [PR]														
Chronically sick or suffering a long term limiting illness														
None	73.6%	552	79.7%	94	75.4%	353	63.3%	93	75.8%	369	69.5%	153	69.8%	30
One	13.1%	98	9.3%	11	11.8%	55	20.4%	30	11.5%	56	15.9%	35	16.3%	7
Two	1.9%	14	0.0%	0	1.3%	6	5.4%	8	1.4%	7	2.7%	6	2.3%	1
Three	0.5%	4	0.0%	0	0.6%	3	0.7%	1	0.6%	3	0.5%	1	0.0%	0
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more (Refused)	10.9%	82	11.0%	13	10.9%	51	10.2%	15	10.7%	52	11.4%	25	11.6%	5
Mean:		1.19		1.00		1.19		1.26		1.20		1.19		1.13
Base:		750		118		468		147		487		220		43
In generally poor health with a disability														
None	75.1%	563	74.6%	88	76.3%	357	71.4%	105	75.2%	366	77.3%	170	62.8%	27
One	12.8%	96	14.4%	17	11.5%	54	16.3%	24	13.1%	64	9.5%	21	25.6%	11
Two	1.1%	8	0.0%	0	1.1%	5	2.0%	3	1.0%	5	1.4%	3	0.0%	0
Three	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more (Refused)	11.1%	83	11.0%	13	11.1%	52	10.2%	15	10.7%	52	11.8%	26	11.6%	5
Mean:		1.08		1.00		1.08		1.11		1.07		1.13		1.00
Base:		750		118		468		147		487		220		43
In generally poor health without a disability														
None	83.6%	627	86.4%	102	83.8%	392	82.3%	121	84.4%	411	81.8%	180	83.7%	36
One	4.9%	37	2.5%	3	4.7%	22	6.8%	10	4.5%	22	5.9%	13	4.7%	2
Two	0.4%	3	0.0%	0	0.4%	2	0.7%	1	0.2%	1	0.9%	2	0.0%	0
Three	0.1%	1	0.0%	0	0.2%	1	0.0%	0	0.2%	1	0.0%	0	0.0%	0
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more (Refused)	10.9%	82	11.0%	13	10.9%	51	10.2%	15	10.7%	52	11.4%	25	11.6%	5
Mean:		1.12		1.00		1.16		1.09		1.13		1.13		1.00
Base:		750		118		468		147		487		220		43

LB Hammersmith & Fulham Council Tenants & Leaseholder Survey for SKV Communications

	Total	High rise flat (Q03)		Medium rise flat (Q03)		House or bungalow (Q03)		Part of an estate (Q04)		Individual street property (Q04)		Sheltered scheme (Q04)		
<i>In generally good health but with a disability</i>														
None	83.2%	624	83.1%	98	84.0%	393	81.6%	120	84.2%	410	81.4%	179	81.4%	35
One	5.5%	41	5.1%	6	4.9%	23	7.5%	11	4.7%	23	6.8%	15	7.0%	3
Two	0.4%	3	0.8%	1	0.2%	1	0.7%	1	0.4%	2	0.5%	1	0.0%	0
Three	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Four	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Five	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Six or more (Refused)	10.9%	82	11.0%	13	10.9%	51	10.2%	15	10.7%	52	11.4%	25	11.6%	5
<i>Mean:</i>		<i>1.07</i>		<i>1.14</i>		<i>1.04</i>		<i>1.08</i>		<i>1.08</i>		<i>1.06</i>		<i>1.00</i>
Base:		750		118		468		147		487		220		43

<i>In generally good health</i>														
None	20.9%	157	23.7%	28	21.6%	101	17.0%	25	19.7%	96	18.6%	41	46.5%	20
One	27.6%	207	27.1%	32	27.6%	129	27.2%	40	27.1%	132	26.4%	58	39.5%	17
Two	18.0%	135	18.6%	22	17.3%	81	19.7%	29	19.1%	93	18.6%	41	2.3%	1
Three	11.1%	83	6.8%	8	11.8%	55	13.6%	20	10.7%	52	14.1%	31	0.0%	0
Four	5.9%	44	7.6%	9	5.3%	25	6.8%	10	7.0%	34	4.5%	10	0.0%	0
Five	4.3%	32	3.4%	4	4.3%	20	4.1%	6	4.3%	21	5.0%	11	0.0%	0
Six or more (Refused)	1.3%	10	1.7%	2	1.3%	6	1.4%	2	1.4%	7	1.4%	3	0.0%	0
<i>Mean:</i>		<i>2.20</i>		<i>2.18</i>		<i>2.19</i>		<i>2.24</i>		<i>2.23</i>		<i>2.25</i>		<i>1.06</i>
Base:		750		118		468		147		487		220		43

NUM As this is a confidential survey, I cannot pass on your concerns directly. But if you want more information, I can give you some telephone numbers. Would you like these numbers? [PR]

Yes - Independent tenant's advisor 0800 731 1619 or the Commission on 020 8753 1418	15.5%	116	14.4%	17	15.8%	74	15.0%	22	14.8%	72	17.3%	38	14.0%	6
No	84.5%	634	85.6%	101	84.2%	394	85.0%	125	85.2%	415	82.7%	182	86.0%	37
Base:		750		118		468		147		487		220		43

LBHF Equality Impact Analysis Tool

Conducting an Equality Impact Analysis

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

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

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

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

General points

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

LBHF Equality Impact Analysis Tool

Overall Information	Details of Full Equality Impact Analysis
Financial Year and Quarter	2015 Q3
Name and details of policy, strategy, function, project, activity, or programme	<p>Title of EIA: RECOMMENDATION OF THE RESIDENTS' COMMISSION ON COUNCIL HOUSING AND OUTCOME OF THE STRATEGIC HOUSING STOCK STRATEGIC HOUSING STOCK OPTIONS APPRAISAL</p> <p>Short summary: This strategic housing stock options appraisal and the Residents' Commission on Council Housing examined two options in respect of future financing, ownership and management of the Council's housing stock. They are to either; carry out a Large Scale Voluntary Transfer or, for the Council to retain the housing stock.</p> <p>The options appraisal considered the different variants that exist for both options. The Residents' Commission has resolved to recommend the Large Scale Voluntary Transfer option to a new locally based not-for-profit housing association with a preference for a Community Gateway form of governance model.</p> <p>Key Considerations</p> <ul style="list-style-type: none"> • Cabinet approval of the Residents' Commission recommendation to transfer the Council's housing stock will lead to a full and comprehensive consultation with, and lead to a ballot of all secure tenants of the Council.
Lead Officer	Labab Lubab, Project Manager, Strategic Housing Stock Options Appraisal Charles Hyde, Programme Manager, Strategic Housing Stock Options Appraisal
Date of completion of final EIA	13 October 2015

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Section 02	Scoping of Full EIA
Plan for completion	Summer / Autumn 2016

Analyse the impact of the policy, strategy, function, project, activity, or programme

Analyse the impact of the policy on the protected characteristics (including where people / groups may appear in more than one protected characteristic). You should use this to determine whether the policy will have a positive, neutral or negative impact on equality, giving due regard to relevance and proportionality.

Protected characteristic	Analysis	Impact: Positive, Negative, Neutral
Disability Gender reassignment Marriage and Civil Partnership Pregnancy and maternity Race Religion/belief (including non-belief) Sex Sexual Orientation	<p>Cabinet approval of Residents' Commission recommendation to transfer the Council's housing stock would be subject to entering into comprehensive consultation with council tenants culminating in a ballot of all secure tenants of the Council.</p> <p>Where residents may be affected by any element of the consultation process, they will be treated on an individual basis taking into account any special needs or requirements.</p> <p>The impact on these protected groups will be considered.</p>	<p>Neutral</p>

Human Rights or Children's Rights

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

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

No

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

No

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

Section 04	Consultation
Consultation	N/A
Analysis of consultation outcomes	N/A

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


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Section 06	Reducing any adverse impacts and recommendations
Outcome of Analysis	N/A

Section 07	Action Plan					
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	
Key Decision Report (if relevant)	Date of report to Cabinet: 7 December 2015 Key equalities issues have been included:
Opportunities Manager (where involved)	

Agenda Item 5

<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>7 DECEMBER 2015</p>	
<p>TRANSFORMING CUSTOMER EXPERIENCE OF THE HOUSING SERVICE</p>	
<p>Report of the Cabinet Member for Housing: Councillor Lisa Homan and the Cabinet Member for Commercial Revenue and Resident Satisfaction: Councillor Ben Coleman</p>	
<p>Open Report</p>	
<p>Classification - For Decision</p> <p>Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Lead Directors: Kathleen Corbett, Director of Finance & Resources and Mike England, Director, Housing Strategy & Options</p>	
<p>Report Author: Kathleen Corbett, Director of Finance & Resources and Mike England, Director, Housing Strategy & Options</p>	<p>Contact Details: Tel: 020 8753 6688 E-mail: Kathleen.Corbett @lbhf.gov.uk Mike.England@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. The Residents' Commission on Council Housing has recommended that the Council initiate a programme of improvement and transformation for housing services guided by the principles developed by the Commission in a "Blueprint" for a new housing organisation.
- 1.2. The proposals set out in this report represent important steps towards achieving that Blueprint. They will strengthen the way in which the administration works with residents (tenants, leaseholders and stakeholders) now to improve their satisfaction with the quality of housing and housing services they currently receive.
- 1.3. The actions in the Blueprint are also part of a much broader programme of change that will be needed to achieve the entirety of what is envisioned by the Commission in its recommendation of the adoption of a Community Gateway model for the future.
- 1.4. This report proposes a programme of service improvement focused on residents as customers. Officers have already undertaken preliminary work to scope the project and it is envisaged that this initial phase of work will be completed by the summer of 2016.

2. RECOMMENDATIONS

- 2.1. To authorise the Lead Directors of Housing to develop and implement, in consultation with the Cabinet Members for Housing and for Commercial Revenue and Resident Satisfaction and with residents themselves, a customer-focused programme to improve satisfaction with the Housing Service based on the principles in the Blueprint produced by the Residents' Commission on Council Housing.
- 2.2. To make available a budget of £250,000 from the Housing Revenue Account for the proposals set out in this report with the aim of ensuring a step change in how the council's housing services are planned and delivered. Funding will be required for project management expertise to deliver the programme, for related improvement projects such as tailored resident and staff training, and for specific and essential resource gaps identified during the course of the programme.
- 2.3. To instruct the Lead Directors of Housing to report progress formally on the programme to the Cabinet Members for Housing and for Commercial Revenue and Resident Satisfaction in March 2016.

3. REASONS FOR DECISION

- 3.1. The Housing Service is not currently sufficiently organised around the needs of tenants and leaseholders as customers and additional improvements are needed to correct this position and ensure greater resident satisfaction.
- 3.2. The Residents' Commission on Council Housing identified a number of weaknesses in the provision of housing services to the tenants and leaseholders of the borough. Accepting the Commission's recommendation in this area will support the Housing Service in carrying out a comprehensive service improvement programme.

4. BACKGROUND

- 4.1. Since taking office, the administration has been concerned that the Housing Service as a whole is not sufficiently focused on the quality of service it provides to tenants, leaseholders and other residents and stakeholders as customers.
- 4.2. Despite improvements, the service is still not structured to make it easy for residents to request and receive the particular service they need or to receive feedback about the progress of their service requests. Although many staff are focused on the needs of the customer as regards their own individual role, there is insufficient co-ordination between the various parts of the service to ensure that the customer's requirements are always addressed in the round.
- 4.3. In recognition of this and of the Council's drive to improve resident satisfaction in all areas of its activity, the Lead Directors have initiated a customer service improvement programme across the Housing Service. This includes taking new measures to improve the caretaking service, which has fallen well below previous standards before the service was outsourced.
- 4.4. Councillors are also working with contractors to improve the outsourced housing repairs service, which continues to be the subject of a disproportionate amount of complaints to the Council. One particular area of work is how satisfaction is

measured as it does not currently take proper account of the whole customer journey.

- 4.5. There is much further to go. One of the many valuable findings of the Residents' Commission on Council Housing was that only 59 per cent of tenants and leaseholders are satisfied with the quality of housing services they receive¹. Although comparable to other housing organisations in London, this level of satisfaction is not acceptable to the administration.
- 4.6. On the basis of this and other evidence collected from workshops, public hearings, study visits to other housing organisations and reports from the housing sector, the Residents' Commission has recommended: *"The Council should initiate a programme of improvement and transformation for housing services guided by the principles developed by the Commission as a 'Blueprint' for a new housing organisation."*²
- 4.7. Central to the Blueprint is the idea of a good housing organisation being built around people or *"people-centred"*, meaning that:
 - a) Services are designed around knowing who those services are for and what their needs and preference are
 - b) Services are accessible to residents and easy to use
 - c) The organisation has a culture of being the best – both at providing services to residents and being the best place for staff to work.³
- 4.8. Whatever ownership model is ultimately chosen for the Council's homes, the Blueprint's core design principles provide an invaluable route map now for improving the satisfaction of Council tenants and leaseholders with the housing services they currently receive. The core principles include:
 - a) Personal contact with named individuals in the foreground and good systems and technology in the background
 - b) Good knowledge about residents, homes and communities to enable the service to anticipate what's needed rather than wait for things to go wrong
 - c) Easier access to services by telephone and in local neighbourhoods, with better online access wherever this makes it easier and more convenient for residents
 - d) Support for residents to do more to improve their own estates and communities, including self-management where this is what they want and where it will be effective
 - e) Recognition of the distinctiveness of different estates and neighbourhoods across the Borough and their different service and investment needs
 - f) Connectivity – support for residents to build networks and connect with organisations, services, opportunities and each other for mutual benefit

¹ Independent telephone survey for the Residents' Commission by NEMS Market Research Ltd

² "Report of the Residents' Commission on Council Housing", p11

³ See "Blueprint for a new housing organisation", supplementary report by the Residents' Commission, p6.

- g) Making resources go further and doing more for less by working more closely with those who use services.⁴

5. PROPOSALS AND ISSUES

- 5.1. **It is proposed that the Blueprint's recommendations be accepted and a customer-focused service improvement programme be developed and implemented.**
- 5.2. The Blueprint provides a solid basis for the fundamental changes that will be required if the Commission's recommendation for a Community Gateway ownership model is agreed.
- 5.3. The improvements it recommends are also timely, desirable and necessary in their own right. They provide a valuable tool for achieving greater resident satisfaction with existing housing services and should be pursued without delay.
- 5.4. Acceptance of the recommendations will require the Housing Service to take a new approach, moving residents from the periphery of service provision to being at the centre as customers.
 - a) Residents will have to be brought "into" the Housing Service so that their experience of services can help to reshape the way services are delivered
 - b) Their needs, preferences and aspirations will have to be much better known and understood so that services can be designed around them
 - c) The culture of the Housing Service will have to change, with new priorities, a new focus on the customer experience, a greater emphasis on working with residents and greater empowerment of staff to be creative.
- 5.5. Priority areas for the new service improvement programme will be:
 - a) Repairs
 - b) Rents, service charges and housing benefit queries
 - c) Leaseholder major works and day-to-day service charge invoicing and queries
 - d) Finding a property or moving home
 - e) Homelessness
 - f) Tenancy issues
 - g) Problems with anti-social behaviour
 - h) Cleaning, estate parking, grounds maintenance and rubbish
 - i) Complaints
 - j) Working with other Council services to provide a more cohesive and integrated service to residents
 - k) Supporting social inclusion.

⁴ Ibid, p5.

- 5.6. The programme will develop a number of workstreams, including the following:
- a) **Knowing our Customers** – Bringing customers “into” the Housing Service in a range of ways to make services more responsive to their needs and aspirations.
 - b) **The Customer Experience** – Improving customers’ experience of accessing services. This will include journey mapping to understand the number of contacts residents must currently go through in order to resolve issues. Lean techniques will be introduced to reduce barriers and ultimately make the Housing Service easier to navigate.
 - c) **Being the Best** – Transforming the organisational culture within the Housing Service so that staff put customer service and the customer experience at the forefront of their thinking. This will mean ensuring staff have a deep understanding of the customers’ perspective.
- 5.7. An important element of the programme will be to look at the structure of the Housing Service to see how this can better reflect and support the shift of focus towards the customer.
- 5.8. It will be critical to the success of the programme to involve residents fully in its development and implementation. The process for doing this should be agreed through the Council’s formal resident involvement structure at the earliest opportunity.
- 5.9. A Programme Board made up of the Housing Directors will:
- a) Help the department to identify workstream and project priorities for effective decision-making
 - b) Improve the coordination of existing improvement activity
 - c) Ensure a culture of continuous improvement and performance management
 - d) Provide a vehicle through which to channel useful ideas and insights for service improvement from residents and council officers.
- 5.10. Funding will be required for project management expertise to deliver the programme, for related improvement projects such as tailored resident and staff training, and for specific and essential resource gaps identified during the course of the programme. **It is proposed that a budget of £250,000 from the Housing Revenue Account be allocated for this purpose.**
- 5.11. The programme will need to ensure that integration between Housing and other services, for example Adult Social Care, is maintained and enhanced. There may be scope to seek funding contributions from other services.

6. ANALYSIS OF OPTIONS

- 6.1. The administration is determined to improve the satisfaction of the tenants and leaseholders of Council homes with the housing service they receive. It has embarked on a number of incremental steps to achieve this. The Residents’ Commission has proposed a bolder and more strategic approach, one which will both help to prepare the ground for any transfer of ownership of Council homes and will radically improve matters they currently stand.

- 6.2. The options are either to carry on as now or to adopt the Commission's recommendations and embark on a more far-reaching transformation of the Housing Service that sees residents treated as customers and brings their requirements to the fore.
- 6.3. Development and implementation of the Commission's Blueprint is essential for building a new housing organisation that gives residents control over their homes.
- 6.4. Continuing as now is unlikely to achieve the step change in resident satisfaction which the administration is seeking.

7. CONSULTATION

- 7.1. If the Commission's Blueprint is agreed, the Council will undertake a programme which improves the service provided not only to tenants and leaseholders but to customers of the homelessness service as well.
- 7.2. The programme will differ significantly from previous resident involvement initiatives where the Council has taken a transactional approach towards engagement rather than a customer-centred one.
- 7.3. The programme will provide a catalyst for better engagement with residents about future plans. A first task will be to agree with residents how they want to be involved in reshaping the Housing Service.

8. EQUALITY IMPLICATIONS

- 8.1. The Housing Strategy Equality Impact Assessment completed in July 2015 informed a new resident involvement approach. It has been expanded following the recommendations of the Residents' Commission on Council Housing. This has had an overall positive impact on several protected characteristics.
- 8.2. Specific EQIAs will be carried out for the material changes proposed under the programme and any subsequent initiatives.
- 8.3. Implications to be verified by: David Bennett, Head of Change Delivery (Acting), Innovation and Change Management, Finance and Corporate Services, Tel. 020 8753 1628.

9. LEGAL IMPLICATIONS

- 9.1. There are no legal implications in this report.
- 9.2. Implications completed by: Janette Mullins, Principal Solicitor (Housing & Litigation), Tel. 020 8753 2744.

10. FINANCIAL AND RESOURCE IMPLICATIONS

- 10.1. The £250,000 budget allocation for this programme will be set aside as an earmarked reserve from the 2015/16 projected Housing Revenue Account underspend.
- 10.2. Implications to be completed by: Kathleen Corbett, Director of Finance and Resources, Tel. 020 8753 3031.

11. IMPLICATIONS FOR BUSINESS

- 11.1. The local economy will benefit from a service improvement programme for housing services. One of the principal reasons for recommending the Commission's Blueprint is that residents will be enabled to lead better lives as the result of receiving improved services from their landlord. They will have more opportunity to acquire skills and realise their potential to contribute to the local economy.
- 11.2. The Housing Service can play an important role in supporting and stimulating the local economy. The proposed service improvement programme could open the door to a range of community-led services in the borough, as well as offering opportunities to connect and partner with voluntary and community organisations in addition to the improved integration with services such as Adult Social Care.
- 11.3. The service improvement programme could open up wider flexibilities to introduce innovation and expertise into housing services by making greater use of existing assets to benefit the local economy. For example, the Council also owns a significant portfolio of retail units within the Housing Revenue Account that are largely located on ground floor areas of estate blocks. More focused work with an emphasis on partnerships could generate better and more creative uses for these assets to the benefit of local businesses and the local economy.

12. RISK MANAGEMENT

- 12.1 The Residents' Commission recommendation that the Council should initiate a programme of improvement and transformation for housing services contributes positively to the management of local policy and customer and citizens' risks as noted on the Council's Shared Services Risk Register, risk number 12.
- 12.2 Implications completed by: Michael Sloniowski, Shared Services Risk Manager, Finance and Corporate Services, 020 8753 2587.

13. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 13.1 The Corporate Procurement Team will support the programme as required.
- 13.2 It is considered necessary to waive Contract Standing Order 23 (Appointment of Consultants & Counsel) to expedite the work of the programme in commissioning external support (recommendation 2.2).
- 13.3 Implications to be completed by: Robert Hillman, Procurement Consultant, Corporate Services Procurement Team, 020 8753 1538.

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

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	The Residents' Commission Report (published)		



H&F Residents' Commission on Council Housing

Blueprint for a new housing organisation

Prepared For:



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The London Borough of Hammersmith and Fulham

RESIDENTS' COMMISSION ON COUNCIL HOUSING

Blueprint for a New Housing Organisation

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Explanatory Note

This document is a supplement to the Report of the Residents' Commission on Council Housing, published by the Hammersmith and Fulham Residents' Commission on 3 November 2015. It summarises a series of workshops, reports and research by members of the Residents' Commission between March and November 2015 and is supported by other detailed working papers. It also draws extensively on the evidence gathered by the Commission during its programme of study visits to other organisations and its series of public hearings. The background to the work of the Commission, and its findings, conclusions and recommendations, are fully documented in the main Report.

1. Purpose and Context

As part of its remit to look at the options for the future of council housing, the Residents' Commission decided it should consider how the housing services provided to residents could be improved, putting residents at the centre of service delivery and making sure that services were designed around the demographic profile, needs and preferences of residents.

This workstream ran in parallel with the Commission's other concerns, namely, how to ensure residents could have greater local control over their homes, how to maximise investment in those homes and how to deliver new homes and regeneration for the Borough.

The Commission has now recommended that the Council's homes should be transferred to a **new housing organisation**, a housing association for Hammersmith and Fulham with residents as its members.

The key arguments in support of this recommendation were the **legal** argument, that residents could only feel safe if they controlled the organisation that runs their homes, and the **financial** argument, that only a new housing association could raise the money needed for investment – in existing and new homes.

The Commission's thinking about service improvements has therefore played a key role in defining what will be expected of this new housing organisation and what it should look like: this work came to be known as the Blueprint.

Alongside its initiative in setting up the Residents' Commission, Hammersmith and Fulham Council had already embarked on a drive to improve housing services to residents. The commitment to work with residents and to encourage residents to have more of a say on housing services had been expressed in the Council's new Housing Strategy:

Housing Strategy Action 14: The Council will work with residents and other interested parties to develop and implement new and better approaches to engage with residents to improve the delivery of housing services

The Commission acknowledges that there is an existing direction of travel towards improvements in the Council's housing services. However the Blueprint envisages that there is the potential, with a housing stock transfer, to go much further – creating not just a new organisation, but a new type of organisation.

The timing of our work as a Residents' Commission has placed us at a watershed in social housing policy in this country. This creates a unique opportunity for Hammersmith and Fulham to break new ground and develop a new model of community housing organisation.

2. A New Housing Organisation

A new model of community housing organisation would present a new offer to residents, based on trust, security and openness, and to staff, with a focus on people-centred services and career opportunities. Equally it would present a new offer to the Borough, working with the Council as a key strategic partner supporting neighbourhoods, opportunity and quality of life.

Even as the Commission was doing its work through the summer of 2015, the role of social housing in the UK was being dramatically reshaped by the new Conservative Government.

A series of policy announcements culminating in the publication of the Housing and Planning Bill – just three weeks before the launch of our report – compelled the Commission to think more imaginatively about the kind of organisation needed to take on the stewardship of council housing and estates across the Borough.

When we began to write our report we were clear that a ‘community gateway’ housing association for Hammersmith and Fulham was our preferred model – with the constitutional safeguards of a resident-only membership and the ability to raise investment finance freed from the restrictions of the Council’s debt cap.

The functions of this new housing association would include all the traditional landlord functions – lettings, rent collection, repairs and maintenance, managing tenancies and estates. It would deliver an investment programme and it would deal with Right to Buy applications and provide services to leaseholders.

But our thinking about the scope of the new organisation went on to embrace a number of other themes: provision of new homes, new routes into home ownership, the regeneration of estates, localism and the local economy, new ways of providing and funding services, community development and local enterprise.

In an era of shrinking public services, in a Borough with some of the highest and fastest-rising house and land prices in the country, the new organisation needs to be capable of being a major player on a number of levels – and a key strategic partner for the Council.

We saw plenty of clues to the qualities required of a new housing organisation in our study visits and public hearings – agile, visionary, principled, people-centred, innovative, positive in outlook.

We know that good leadership and strong governance are essential. We understand that most residents simply want a good standard of accommodation but that many also want some say in decision-making. Above all, we believe that all residents want to feel safe in their homes.

Stewardship means responsible and forward-looking management of homes and estates by the landlord organisation – but residents should be involved in all of the decisions that affect their future. The key is trust – and trust is built on personal contact, accessibility and reliability.

The Blueprint therefore sets out our vision of what the new organisation should be like. We intend this to be the basis for the development of an ‘offer’ to residents should the Council accept our recommendations and decide to put a transfer proposal to a ballot.

3. Values and Design Principles

What will the new organisation stand for and what will its values be? Will it know how to run housing and make the right decisions? Who will be on the Board? On the other hand, how will it be different if it's the same staff? How do you change old habits and systems overnight?

We aim to set out in this Blueprint the many ways in which the organisation would be different in form – legal structure, membership, leadership, for example – but the differences in its character, the persona of the organisation, will stem from its **values and design principles**.

We produced an original list of core design principles, cited in our report, in the light of our learning and the evidence we received. Since producing our report, we have developed these further:

- 1. A people-centred organisation with vision, clear leadership and strong governance*
- 2. Personal contact with named individuals in the foreground and good systems and technology in the background*
- 3. Good knowledge about residents, homes and communities enabling the service to anticipate what's needed rather than wait for things to go wrong*
- 4. Easier access to services by telephone and in local neighbourhoods with better online access wherever this makes it easier and more convenient for residents*
- 5. Recognition of the distinctiveness of different estates and neighbourhoods across the Borough and their different service and investment needs*
- 6. Support for residents to do more to improve their own estates, neighbourhoods and communities including self-management where this is what residents want and where it will be effective*
- 7. Connectivity – support for residents to build networks and connect with organisations, services, opportunities and each other for mutual benefit*
- 8. Readiness to innovate and build partnerships to meet future needs and be a pathfinder in social and technological progress*
- 9. Making resources go further and doing more for less means working more closely with those who use services, not withdrawing from them*

4. People-Centred

The formation of the Residents' Commission has in itself been an example of a new approach to service provision in Hammersmith and Fulham. The emphasis on working with residents, doing things with people rather than to them, was given expression in a body mainly comprised of local residents that was to assess the options for the future of council housing.

In looking beyond the Borough and learning from other organisations in the course of our work we found repeated endorsement of the need to bring residents in from the periphery – simply receiving services – to the centre, where their experience can shape and develop not only services, but also strategy. And we naturally paid particular attention to organisational models that gave residents a governance role and a sense of ownership.

But the idea of a 'resident-led' organisation is easily misinterpreted or misunderstood: by residents, who may think it means that residents are expected to do everything themselves; and by staff, who may have anxieties about their work being directed by non-professionals.

Good services and performance, good organisational outlook and morale, and good leadership and governance are not achieved solely by encouraging residents to take on a new role. These things depend just as much on the organisation being a good one to work for, offering scope for personal development and rewarding initiative.

So the term we prefer is 'people-centred'. This reflects the aims first, of services being designed around knowing who those services are for, and what their needs and preferences are, second, of services being accessible to residents and easy to use and third, of the organisation having a culture of being the best - both being the best at providing services and being the best place to work.

It is a short step from these ideas to see that residents and staff working together can offer the best of both sets of skills, knowledge and experience. We saw some good examples of this and believe there is great potential to develop new forms of collaboration between residents and staff.

We recognise that for many residents their primary interest may be in improving where they live rather than running the organisation that owns their homes or estates. So there should be opportunities for residents to play as much of a role as they want at the local level. This is of course at the heart of the 'community gateway' model.

Building the new organisation around its people is therefore fundamental to our concept of the Blueprint.

5. Membership

The 'community gateway' model of housing association is based on the idea that where residents in a given 'community area' have the aspiration and the competence to do so, the association's rules allow them to take greater responsibility for running their own housing and services.

However, even more fundamental than this is the idea that the 'membership' of the association – the custodians of its purposes, constitution and rules – should be open to residents only (in the Rochdale Boroughwide Homes model of the 'mutual' housing association membership is also open to staff).

Individual residents have to opt to become part of the membership – and if they do so they acquire membership rights. These include being able to vote at general meetings on any changes to the rules, being able to stand for the Board and being able to vote for the Board.

Whether or not there is an option of membership, many housing associations offer tenants other types of incentive, entitlement or benefit – for example, by keeping clear rent accounts and fulfilling tenancy obligations tenants earn points that can be redeemed as money vouchers or rent-free weeks.

Equally, many different types of organisation, including housing associations, offer their employees a range of incentives or benefits – for example, financial or other rewards for good performance, loyalty, initiative or long service.

In a people-centred organisation residents and employees alike should have a stake, a sense of belonging and a sense of being valued.

Our idea of membership, then, is radically new. It is that everyone who either lives in one of the organisation's homes or works for the organisation, would automatically be a 'member'. This 'membership in name only' would come with a membership card and the intention, at least, that there would be a sense of connection to the organisation.

A 'member', as such, would have no additional rights or obligations beyond those in their tenancy agreement, lease or contract of employment. But all members would be able to activate and enhance their membership in a number of ways.

So, by registering as voting members, residents and staff could become active members of the housing association, with an entitlement to vote at general meetings, to vote for Board members and, subject to eligibility, stand for the Board. On the evidence of the 'community gateway' organisations we visited, we think at least half of all residents would choose to participate in this way.

By, for example, maintaining a clear rent account, a tenant member could earn credits or additional 'enhanced membership' benefits. Members could also earn benefits by their contributions to the functioning of the organisation – taking part in scrutiny or service improvement work, for example.

We believe this idea is worth developing in consultation with residents and staff in the months leading to a transfer ballot.

6. Governance and Leadership

The Commission's recommended organisational model – the 'community gateway' model – does not come in a fully prescribed form. The 'membership' principle has been outlined in section 5 above, suggesting the possibility of having a universal 'passive' membership and a voluntary 'active' membership – but these ideas would need to be built into a properly drawn up Memorandum and Articles of Association along with a statement of the organisation's purposes.

Equally, the structures of the Board, the 'classes' (if any) of Board membership and the responsibilities and qualifications of Board Directors, have yet to be considered and agreed.

In between the membership (passive and active) and the Board, there is the possibility of establishing an elected, representative assembly of members, whose role would be to scrutinise the Board's decision-making and performance, holding it to account.

However the preferred model of governance emerges it needs to be clear that the different levels of governance – whoever occupies them – have different and separate functions, which must neither overlap nor become confused.

The (active) membership will 'own' the association. They will not individually own any equity in its assets, but they will collectively own its constitution and will have power over any changes to its rules.

That said, as a body registered with the Social Housing Regulator and possibly the Charities Commission, the constitution and rules will need to be in a specified form and the organisation will need at all times to meet regulatory standards.

The Board will be the governing body, which defines and upholds the association's values, sets policy and strategic priorities, is responsible for financial viability and regulatory compliance and gives direction to the Executive management team.

The Executive management team will be both strategic and operational leaders, responsible on a day-to-day basis for making sure the ethos and culture of the organisation runs through everything it does. But our concept of leadership is more one of inspiration than of command. We envisage a relatively flat management structure with a strong emphasis on teamworking and a high priority being given to the retention and recruitment of people with the right values and attitude.

Arrangements for scrutiny and service improvement could take a number of forms, but our strong preference is for a collaborative model that involves both staff and residents.

Meanwhile we expect the organisation to aim for the highest possible benchmarking of its performance, not only as a social housing landlord and service provider but also as an employer, e.g. through 'Best Companies'.

7. Knowledge and Learning

The Council's existing model of a generic service has tended not to rely on detailed knowledge of tenants and leaseholders. Services have in the past been designed from the standpoint of how to organise and deliver services rather than who is receiving them. We formed the view that a new organisation should invest in getting to know residents well, understanding their needs and preferences and designing services to fit their profile.

On one level this is a question of being effective and recognising diversity – designing services around the profile of those receiving and needing services; on another level it is a question of trust. By sharing personal information residents will be making an investment of trust.

This trust can be repaid in a number of ways: quality of service, transparency of action, personalised support, sharing of information, knowledge and power. We believe that the new organisation should offer all these things to residents and that it will be a more effective organisation by doing so.

At the outset, therefore, the organisation will need to engage with residents to get to know them better – their needs, their service preferences, but also their skills, how they might want to be involved and what they might be able to offer.

This knowledge will give the organisation a better understanding of the diversity and demographics of residents as a basis for more targeted services, and it will help the organisation to assess whether services are organised in the right way, both functionally and geographically.

But it will also enable those who want to, to become actively involved with the organisation at whatever level they choose – for example, by opting to be part of a service improvement team, an online forum, a feedback network, a scrutiny panel, a communications group, part of a co-learning and service development group with members of staff or even take on self-management. And there would be scope for residents to use this knowledge base to establish their own networks, community or interest-based, that need have nothing to do with housing or landlord services.

Of course staff will be as much at the centre of the organisation as residents, and investing in their skills, knowledge and personal development will be a key organisational priority.

In this context staff appraisals may be more constructive and personally supportive if they use open feedback rather than a form-based process.

Staff should be encouraged to try new ways of doing things, to learn from other organisations on study visits, to take part in co-learning and service development groups with residents and other staff colleagues, to develop partnerships with other organisations and to allocate time to research and learning.

8. Organisational Functions

While it is a fundamental design principle of the Blueprint that services should be designed around the profile, needs and preferences of residents, we envisage that the organisation's functions would be arranged in a relatively conventional structure, but with a clear strategic focus.

Housing and community services

with a focus on understanding residents, their aspirations and how far they wish to engage with the organisation

- the full range of housing management and community services including lettings, tenancy terminations, transfers and exchanges, tenancy and leasehold management, resident involvement, neighbourhood issues, community initiatives, sheltered housing, services and support for older people, health and wellbeing, individual repairs requests, planned maintenance and major works liaison, environmental services, rents and service charge accounts, tenancy and household support services, complaints and satisfaction.

Property and neighbourhood investment

with a focus on the best use of assets and on resident satisfaction

- co-ordination of property condition and property standards information, repairs and maintenance operations, planned, cyclical and programmed investment, asset management, grounds maintenance and estate services, regeneration and new development, health and safety, energy efficiency, supply chain management, procurement, inter-borough services arrangements, utilities and services infrastructure.

Financial services

with a focus on financial sustainability

- Revenues, financial assessments and accounting, financial inclusion, business planning, budgeting and financial strategy, payroll, investment funding and treasury management, risk management, insurances, regulatory compliance, value for money and quality assurance.

Organisational development

with a focus on performance and on people realising their potential

- Governance support, performance management and reporting, information and communications technology, communications, publications and marketing, human resources, recruitment and personal development, business development and innovation, strategic partnerships and social enterprise.

TUPE will determine the mechanism of staff transfers but the new organisation should launch with an induction programme for all staff that immediately establishes the change of culture.

At the point of transfer it is envisaged that services currently provided under contract will continue, although there will need to be contract negotiations to ensure that the ethos of the new organisation is reflected in all aspects of service delivery.

It will be important to review service access arrangements, ensuring that residents can reach the right people quickly and readily, and that front-line services are resourced to give a human, personalised response, while technology whirrs efficiently in the background.

9. Enterprise and Community

It took time for the Commission to get used to the idea that only a new organisation could deliver the safeguards and the investment we had been asked to find. But as soon as this became clear we began to see a bigger picture, opening up a new field of opportunity.

We were told in our public hearings how important it is to have a wider vision. This was said by, and in the context of, organisations that have become key players in the areas where they work. More than just landlords, these exemplars came across as community organisations committed to the future of their areas and to present and future generations of local residents.

Despite our Borough's affluence, it is like other London boroughs in having a mixed population with many people living on low incomes. Partly because of our Borough's affluence, many households are priced out of the housing market. And like all local authorities, Hammersmith and Fulham Council will be forced to make a further wave of cuts in services to the Borough over the next few years.

In this context the potential for a new organisation to take on a wider role has become increasingly clear. Freed from the constraints of being part of the Council it will be an ideal choice as the Council's strategic partner in a number of ways.

Having a significant profile of older residents, it will be well placed to develop new services for the Borough's ageing population, working with and building the capacity of voluntary and community organisations with a local presence.

With an extensive, Borough-wide, land and property portfolio the new organisation will be a major player in regeneration and in the provision of new social and market homes. This role opens up a number of linked opportunities, to stimulate and support new employment, new social enterprises, new technology and new ways of meeting the infrastructure and energy demands of future lifestyles. We think there will be opportunities for the organisation to develop income-generating ventures that will create jobs and help to spread the Borough's wealth between more of its residents and communities.

Most importantly, it will be completely unique, as a Borough-based organisation, in being owned by, accountable to, and committed to working for the benefit of, local residents.

It will be grounded in the 99 estates and sheltered housing schemes dispersed across the Borough, in every council ward and, with its extensive distribution of street properties, in every neighbourhood. It will be scarcely possible for the organisation to deliver benefits and services for its residents without there being a positive knock-on effect in every part of the Borough.

Recognising this, there is every incentive for the organisation to look to expand its role in contributing to and supporting the wellbeing of communities, looking well beyond the landlord role.

10. New Investment

The Blueprint is intended to be a high-level outline of the organisation that would take the transfer of the Council's homes, estates and landlord responsibilities. As a high-level outline it may appear idealised, but if so we believe these ideals are entirely attainable.

There is plenty of work yet to be done to develop the ideas in this Blueprint and bring into being a viable, properly functioning and well-run organisation: the case for transfer will need to be made with central Government; the organisation will need to meet the regulatory standards for housing associations; tenants, leaseholders and staff need to be convinced that it represents their future, especially tenants, who would have votes in a ballot.

And there are many issues to be resolved and clarified in the period leading to a ballot and potentially beyond that towards an eventual transfer: constitution and governance; management structure; the detail of the 'offer'; the community and economic benefits; the options for sheltered housing; the options for new housing; contractual arrangements; the strategic relationship with the Council; the organisation's wider role in the Borough.


Our thinking about the new organisation is informed by a very clear understanding that the availability of public funding for public services, social housing and welfare spending is diminishing rapidly. We are fully aware that to be successful, the new organisation will have to make the most of its assets, its ingenuity and its human resources and will not be able to rely on direct subsidy.

But to do so it needs to come into being properly equipped – and we acknowledge that this Blueprint will require a level of initial investment. We believe the main headings for this, to be incorporated in the transfer implementation plan, set-up budgets and the early years of the new organisation's business plan, will need to include the following:

- Review of ICT and data systems
- Development and learning budgets
- Business development, partnership development and start-up support for social enterprise
- Governance support
- Neighbourhood budgets and support for resident management
- Revenue support for regeneration and new build projects
- Financial inclusion programme

These are not all high cost expenditure headings. The point of listing them is to highlight the investment needed to put the new organisation on the right footing.

With the right levels and types of investment, we believe the returns – in terms of organisational performance and effectiveness, the confidence, morale and satisfaction of residents and staff, and the quality of homes and services – will more than vindicate the work we have done on this Blueprint.

London Borough of Hammersmith & Fulham CABINET 7 DECEMBER 2015		 hammersmith & fulham
TESTING AND INSPECTION OF EXISTING FIRE ALARMS & EMERGENCY LIGHTING SYSTEMS WITHIN HOUSING PROPERTIES –BOROUGH WIDE		
Report of the Cabinet Member for Housing : Councillor Lisa Homan		
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 Lead Directors: Kathleen Corbett, Director for Finance and Resources, HRD & Mike England, Director, Housing Strategy and Options		
Report Author: Henrietta Jacobs, Procurement Manager		Contact Details: Tel: 020 753 3729 email:henrietta.jacobs@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 This report seeks approval to let a contract to undertake the testing and inspection of fire alarm systems, emergency lighting and general lighting systems in sheltered housing, high rise blocks, hostels and community centres.
- 1.2 The Council has a responsibility under the Regulatory Reform (Fire Safety) Order 2005 to maintain the fire alarm and emergency lighting installations within its premises. The works to be carried out under this contract will discharge the Council's duties under this aspect of the regulations.
- 1.3 The works will be carried out in accordance with the requirements of BS 5839-1:2002 with respect to fire alarm systems and BS 5266-1:1999 with respect to emergency lighting installations. The works include quarterly testing and inspection of each fire alarm system and testing of emergency lighting

systems on a monthly basis. The fire alarm systems installed within the properties are all Gent Vigilon systems, and the works are to be undertaken by a contractor who is a suitable Gent System Integrator.

- 1.4 The contract also includes for attending to reactive breakdown repairs to fire alarm systems as and when required.

2. RECOMMENDATIONS

- 2.1 That approval be given to accept the Most Economically Advantageous Tender (MEAT) submitted by the provider named in the exempt report, as set out in the exempt report.

- 2.1 To note that the contract is expected to start on 1st March 2016 for a period of 5 years with an option to extend annually for a further 3 years.

3. REASONS FOR DECISION

- 3.1. To ensure the Council meets its responsibility under the Regulatory Reform (Fire Safety) Order 2005 to maintain fire alarm and emergency lighting installations within its premises. The works to be carried out under this contract will discharge the Council's duties under this aspect of the regulations. The existing contract for the testing and inspection of fire alarm and emergency lighting installations expires on 31st December 2015, and hence the proposed contract is required in order that the Council continues to discharge its statutory obligations.

4. INTRODUCTION AND BACKGROUND

- 4.1 Maintenance of fire alarm and emergency lighting systems within housing properties is currently carried out under a single combined contract with **Lyrice UK Ltd**. This contract expires on 31st December 2015. However the works under the existing contract have been programmed to ensure that no building is operated without a valid test certificate during the interim period between the expiry of the existing contract and commencement of the new contract on 1st March 2016.

5. PROPOSAL AND ISSUES

5.1 Brief details of the works.

- 5.1.1 The contract consists of the testing and inspection of fire alarms, emergency lighting and general lighting systems including day to day reactive repairs to fire alarm systems within each building fitted with the above systems in compliance with BS 5839 and BS 5266 respectively. This includes quarterly testing and inspection of each fire alarm system whilst for emergency lighting and general lighting systems, testing and inspection is carried out on a monthly basis.
- 5.1.2 The contract also includes attending to day to day reactive breakdown repairs to fire alarm systems as and when required, based on a notional schedule of rates which has been priced by the contractor.

- 5.1.3 Day to day reactive breakdown call & improvements work to emergency lighting and general lighting are carried out under the Repairs & Maintenance (RM) contract with MITIE.
- 5.1.3 The buildings included in this contract are all buildings fitted with fire alarm systems and communal lighting across the housing portfolio.
- 5.1.4 The fire alarm systems installed in all the properties to be serviced under this contract are manufactured by Gent Honeywell and are from their Vigilon Range. In order to ensure that all the maintenance, servicing and reporting is carried out fully in accordance with the manufacturer's instructions, and so as to ensure that the systems remain fully functional, it is essential that all servicing is undertaken by an approved Gent System Integrator. Therefore, officers specified that the successful contractor must comply with this requirement.

5.2 Tender Details

- 5.2.1 The total value of the contract exceeded the EU threshold for Services (currently £172,544.00). Therefore, in accordance with the Contract Standing Orders, it was necessary to carry out a full Official Journal of the European Union (OJEU) procurement exercise in accordance with the Public Contracts Regulations 2006.
- 5.2.2 Following Cabinet approval on 8th December 2014, a procurement exercise was initiated. The procurement was conducted under the restricted procedure. A notice was published in the Official Journal of the European Union (OJEU) with Ref No 2015/s 027-045509 and the Pre-Qualification Questionnaire (PQQ), was made available for download on the **29th January 2015** using the CapitalSourcing Portal.
- 5.2.3 Of the 52 suppliers that expressed an interest, 20 submitted a PQQ by the deadline of **10 March 2015**.
- 5.2.4 Following the evaluation of the PQQ's, 9 successful contractors with the highest scores were invited to tender on **16th June 2015**.

5.2.5 Tender Evaluation & Award Criteria

The closing date for the tender return was the 10th August 2015, and evaluation was carried out by a Tender Appraisal Panel (TAP) comprising of officers from property services, and procurement in accordance with the published criteria. Evaluation was completed on **18th September 2015**. Legal and Finance were consulted at every stage of the process.

Tenders were evaluated on the basis of the most economically advantageous tender with a maximum of 60% for quality and 40% for price, of which 10% of the quality was based on sustainability and Environmental issues. The attached Appendix 1 (contained in the exempt report on the exempt Cabinet agenda), provides details of the published Evaluation & Award criteria.

- 5.3 The tenders were received on the 10th August 2015 are on a fixed price basis and remain open for acceptance for 6 months.
- 5.3.1 Tenders received are on a fixed price basis for the first 12 months of the contract with annual inflationary increase thereafter, using “indices for maintenance costs” “Table” “M & E”, published under the DFTs “Updating Percentages Adjustments for Measured Term Contracts.
- 5.3.2 Tenderers were asked to provide prices against each building for carrying out testing and inspection of fire alarms, emergency lighting and general lighting systems. In addition, tenderers were also asked to provide on cost against schedule of rates for carrying out day to day reactive breakdown repairs.
- 5.3.3 The financial makeup of the contract comprises three elements as follows:
1. Fixed annual sum for regular servicing of fire alarms & emergency lighting.
 2. Fixed schedule of rates for day to day repairs and call outs to fire alarms systems only.
 3. Schedule of rates for planned improvements to fire alarms systems only.
- 5.3.4 To allow a tender sum for comparisons of bids to be ascertained, the tender documents contained a financial model with a specified number of day work hours and a sum for the schedule of rates works items, together with schedules for the regular servicing and call outs repairs.
- 5.3.5 As part of the tender process Tenderers were required to provide with their tender a detailed quality submission in response to questions compiled by Property Services. The submissions were scored by members of the TAP in accordance with the scoring criteria included within the tender documents, based on a quality ratio of 60% and 40% price. Each response was awarded a score of 0 – 5 in accordance with the published criteria based on their responses to the following weighted criteria in their quality submission:-
- Performance and Quality Control
 - Resourcing
 - Health and Safety
 - Customer Care
 - Environmental

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1 Officers considered the option that was published in the OJEU notice and tender documents. The Council’s published evaluation and award criteria, was based on the Most Economically Advantageous Tender (MEAT), comprising of 60% Quality and 40% Price. Tenderer’s were made aware of the scoring criteria of 0 to 5. Subsequently, the percentages awarded to each tenderer for the price and quality elements of the evaluation, are added together to arrive at the MEAT tender i.e. the tender with the highest total percentage awarded.

7. CONSULTATION

- 7.1 There will be liaison with building managers to ensure that the needs of the residents are accounted for when programming and undertaking the work. For those few high-rise buildings where the service is a new provision (for example where emergency lighting has only recently been installed) it is the intention to write to each tenant and leaseholder informing them of the proposals.
- 7.2 The majority of buildings included in this contract are sheltered schemes, hostels, concierges and community centres, and consequently there are no properties sold under the Right-To-Buy legislation and no statutory requirement to consult under that legislation. In the case of emergency lighting in high-rise blocks which contain leaseholders, the cost of the works will be below the £250 threshold above which statutory consultation is necessary, and therefore, again there is no requirement to issue Notices under the legislation.

8. EQUALITY IMPLICATIONS

- 8.1 Currently there are no significant equalities issues highlighted. Should the liaison with building managers highlight any specific needs of protected groups when undertaking the works, officers will ensure that these needs are taken into account.
- 8.2 Implications verified/completed by: Danny Reynolds, Group Leader Engineering, 0208 7534780

9. LEGAL IMPLICATIONS

- 9.1 The proposed contract award has been carried out in compliance with the Council's Contract Standing Order and the Public Contracts Regulations 2006 (the regulations in force at the time the procurement commenced). Accordingly Director of Law endorses the recommendations in this report.
- 9.2 Implications completed by: Kar-Yee Chan, Solicitor (Contracts), 020 8753 2772.

10. FINANCIAL AND RESOURCES IMPLICATIONS

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

11. IMPLICATIONS FOR BUSINESS

- 11.1 There are no business implications arising from this report.
- 11.2 Implications verified/completed by Henrietta Jacobs – Procurement Manager 0208 753 3729

12. RISK MANAGEMENT

- 12.1 Risks relating to the project's pre-construction processes have been ascertained, and the project will not commence until the necessary actions

identified on the register have been undertaken. A post-contract risk register will be developed jointly with the contractor once they have been appointed, in order that risks can be managed throughout the duration of the project

12.2 Implications verified/completed by Ed Cousin – Project Electrical Engineer, 020 8753 4889.

13 PROCUREMENT AND IT STRATEGY IMPLICATIONS

13.1 This contract, over the initial contract period (5 years) and potential extension period (3 years), has a value exceeding £1 million and thus Cabinet are required to approve award.

13.2 The procurement has been conducted in accordance with the Public Contracts Regulations 2006 and Council Contract Standing Orders and accordingly, the interim Heads of Procurement (job share) agree with the recommendations.

13.3 Implications verified/completed by: (Robert Hillman, Procurement Consultant x1538)




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

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

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

Appendix 1 – Tender Evaluation & Award Criteria

Executive Decision Report

Decision maker(s) at each authority and date of Cabinet meeting, Cabinet Member meeting or (in the case of individual Cabinet Member decisions) the earliest date the decision will be taken	<i>Cllr Lukey, Cabinet Member for Health and Adult Social Care.</i> Date of decision: 7 December 2015 Forward Plan reference: N/A	
	<i>Cllr Weale, Cabinet Member for Adult Social Care and Public Health</i> Date of decision: 9 October 2015 Forward Plan reference: N/A	 <p style="text-align: center; font-size: small;">THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA</p>
	<i>Liz Bruce, Executive Director for Adult Social Care and Health</i> Date of meeting: 22 September 2015	 <p style="text-align: center;">City of Westminster</p>
Report title (decision subject)	<i>BRITISH RED CROSS HOSPITAL TO HOME SERVICE EXTENSION REPORT</i>	
Reporting officer	Selina Douglas, Director of Strategic Commissioning and Enterprise, Adult Social Care and Health	
Key decision	Yes (for Hammersmith and Fulham)	
Access to information classification	Public A separate report on the exempt Cabinet agenda provides exempt financial information.	

1. EXECUTIVE SUMMARY

- 1.1. This report seeks approval to extend the contract for the delivery of a Hospital to Home service provided by the British Red Cross, across Kensington and Chelsea, Westminster and Hammersmith and Fulham, for two years from 1st September 2015 to 31st August 2017.
- 1.2. The contract was awarded by the Royal Borough of Kensington and Chelsea (Key Decision Report KD04016) at the combined annual value for the three boroughs of £164,752 for an initial two years, from September 2013 to August 2015, with the option to extend for up to two additional years, from September 2015 to August 2017. The total value of the two years extension is £329,504 across the three boroughs, at £109,834 per borough for the two years (£54,917 annually per borough).
- 1.3. The Hospital to Home service supports between 700 and 900 people a year in Chelsea and Westminster, St Mary's, Charing Cross and Hammersmith hospitals. Over 85% of the people supported live alone. The service aims to prevent readmission into hospital which is critical after discharge. The hospital readmission avoidance rate currently stands at 95%.
- 1.4. The Red Cross have consistently shown flexibility and adaptability to the changes in need throughout the contract resulting in regular positive feedback from customers as well as meeting contractual targets.

2. RECOMMENDATIONS

- 2.1. That 'Appendix 1 –British Red Cross Hospital to Home finance breakdown' of this report be exempt from disclosure by virtue of the Local Government Act 1972 Schedule 12A, Part 1, paragraphs 3 and 5 (as amended), in that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) and Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

London Borough of Hammersmith and Fulham

- 2.2. That the Cabinet extend the contract for the Hospital to Home Service provided by the British Red Cross for a period of two years from 1st September 2015 to 31st August 2017, in accordance with the terms of agreement. H&F's spend against the contract for the period 1st September 2013 to 31st August 2015 was £109,834 and the contract spend for the extension period will be £109,834.

Royal Borough of Kensington and Chelsea

- 2.3. That the Executive Director for Adult Social Care and Health in consultation with the Cabinet Member for Adult Social Care and Public Health approve the extension for the Hospital to Home service provided by the British Red Cross from 1st of September 2015 to 31st of August 2017 for the total of £109,834 (£54,917 per annum).

Westminster City Council

- 2.4. That CAB note the extension from 1st September 2015 and as from 1st October 2015 recommend to the Executive Director for Adult Social Care and Health that the service Hospital to Home provided by the British Red Cross be extended to 31st August 2017. The total cost of the Hospital to Home service during the four year contract period will be £219,668. The additional total value of the contract for two years is £109,834.

3. REASONS FOR DECISION

- 3.1. The Hospital to Home service supports between 700 and 900 people a year in Chelsea and Westminster, St Mary's, Charing Cross and Hammersmith hospitals. Over 85% of them live alone and lack support. The service aims to provide flexible, person-centred practical help, encouragement, companionship and emotional support; and assist customers in accessing GP, social services, local community services and networks. The service is delivered primarily by volunteers with employed co-ordinators based at each hospital for up to 4 weeks. The service aims to prevent readmission into hospital which is critical after discharge. The hospital readmission avoidance rate currently stands at 95%.
- 3.2. The service is well endorsed by health and social care professionals in the support it offers to the discharge process in local hospitals, helping to ensure that people only spend the time they need to in hospital. This model of support is now recognised as beneficial to patients and it is seen by professionals as an ally in moving care closer to home. Regular, positive customer feedback highlights the impact of the service on people's lives following an episode of ill health.
- 3.3. The service works actively to help older people through the discharge process and to respond flexibly when providing follow up support after a hospital episode. In line with the local Clinical Commissioning Groups' Out of Hospital Strategies, the service helps reduce hospital admissions by directing people to appropriate services that are available in the community and by utilising resources to maximise a person's well-being.
- 3.4. As an organisation, the Red Cross have consistently shown a flexible approach to the changes in need throughout the contract. They are highly performing and prompt to respond and communicate with officers. There are no performance concerns.

4. BACKGROUND

- 4.1. Originally a Kensington and Chelsea service, the Hospital to Home pilot expanded to the neighbouring boroughs of Westminster and Hammersmith and Fulham in 2011 and 2012 respectively, and it was tendered in 2013 to formalise the service via contractual agreement. This tender resulted in a two year contract with an option to extend for a further two years and it achieved savings of £1,796 per annum against the budget, with a total of £7,076 savings over the total life of the contract.

- 4.2. The service works with people who are 65 and over, who are often no longer living with someone and who may be diagnosed with long term health conditions. When these customers are waiting to be discharged they may not have someone waiting for them or someone to collect them from hospital. This can result in two situations that increase pressure on NHS services:
1. Delayed discharge and increase in hospital length of stay.
 2. People resuming their life alone, without basic food and any support after being surrounded by people in a hospital environment.
- 4.3. The core focus is to deliver a service that streamlines the discharge process, improves outcomes and ensures vulnerable older people settle at home and maintain their independence.

5. SOCIAL VALUE

- 5.1. The British Red Cross Hospital to Home service supports between 700 and 900 people a year in Chelsea and Westminster, St Mary's, Charing Cross and Hammersmith hospitals. It operates with 4 permanent members of staff and a substantial team of volunteers delivering a total of 1254 home visits and 3587 telephone support calls over the year. The pool of volunteers are recruited directly by British Red Cross and through locally based Volunteer Bureaus.

6. OPTIONS AND ANALYSIS

- 6.1. The following options were considered by contracts in consultation with commissioning:

Option 1: Terminate the contract

- 6.2. As a non-statutory service we could let the contract run its course.
- 6.3. This option might see an increase in hospital stays or delayed discharges across the hospitals this service supports in comparison to those achieved in previous years.
- 6.4. Vulnerable elderly people will still need the support after a hospital stay. Providing this through a service like the Hospital to Home offers good value for money compared to the cost of an extended stay in a hospital bed and its subsequent impact on other patients in need of it.

Option 2: Extend for two years

- 6.5. This is the recommended option given that hospital discharge is a priority. This would continue to ensure swift and safe hospital discharges for those elderly and frail people who live alone and have no network of support.
- 6.6. This option would help reduce pressure on the NHS and hospital discharge targets.

- 6.7. Extending the Hospital to Home service will continue to offer support to the vulnerable elders who live alone, as well as, a good opportunity to the volunteers who kindly offer their time to support them.

7. EQUALITIES IMPLICATIONS

- 7.1. A full Equalities Impact Assessment was carried out at the time of this service being tendered in 2013. No equalities implications have been identified.

8. LEGAL IMPLICATIONS

- 8.1. The initial contract award and tender envisaged the two year extension for this Hospital to Home service which falls under Social and Other Specific Services under Chapter 3 of the Public Contracts Regulations. The extension is accordingly not a direct award now and will be governed by each Council's standing orders and procedures for approving contract extensions. These provisions have been brought out in the Procurement Implications section below.
- 8.2. The recommendation to extend the contract between Red Cross and the Royal Borough of Kensington & Chelsea, acting as lead authority on behalf of all three boroughs, is accordingly endorsed.
- 8.3. **Implications verified/completed by:** Babul Mukherjee, Senior Solicitor (Contracts), Shared Legal Services, tel. 02073613410

9. PROCUREMENT IMPLICATIONS

London Borough of Hammersmith and Fulham

- 9.1. The H&F Contract Standing Orders states that the Cabinet can approve extensions of over £100,000 where the contract contains provision to extend as below:
- 9.2. 20.3 Where there will be an increase in the contract value then the decision is reserved to (c) the Cabinet where the total value of the variation or variations is £100,000 or greater.
- 9.3. The current contract contains an extension provision for two years and therefore, approval is being sought from the Cabinet to extend the service 'Hospital to Home' provided by the British Red Cross from 1st September 2015 – 31st August 2017 at a total value of £109,834.

Royal Borough of Kensington and Chelsea

- 9.4. Section 2.42 of the RBKC Contract Regulations states that subject to satisfactory performance, a Director may (in consultation with a Cabinet Member) authorise the extension of an existing contract whose terms provide for an extension and whose OJEU Notice, if any, contained a reference in the „Options“ section of the Notice, to the possibility of an extension.

- 9.5. This briefing will be presented for consultation to the Cabinet Member for Adult Social Care currently scheduled for 9 October 2015.
- 9.6. The Chair of the CoCo Board under delegated authority of the executive Director is therefore being asked to authorise and the Cabinet Member for Adult Social Care is requested to note the extension of the British Red Cross contract for two years for the Hospital to Home service. As the whole value of the extension between the three boroughs is over £300,000 this report will also be presented to the Contracts Approval Board.

Westminster City Council

- 9.7. Based on the value of the extension outlined in Section 2, approval to extend the service named in this report for 24 months is sought from the Executive Director in accordance with sections 7 (variations and extensions) of Westminster's Procurement Code, as below:
- 9.8. 'Exercising an option to extend or vary the term of the contract shall require the same approvals as the contract award, appropriate to the aggregate value of the contract:
- 9.9. Over £100k-£1.5m- Executive Director approves award and any subsequent extension or variation to that contract, on the recommendation of the Contracts Approval Board.
- 9.10. **Implications verified/completed by:** Sherifah Scott, Head of Adult Social Care Procurement and Contracts, tel. 020 7641 8954.

10. FINANCIAL AND RESOURCES IMPLICATIONS

London Borough of Hammersmith and Fulham

- 10.1. Financial schedule:

	2015/16 12 months		2016/17 12 months		Total costs of proposal
<i>Revenue implications</i>	Confirmed budget figure £	Costs of proposal £	Confirmed budget figure £	Costs of proposal £	
Current Budgets					
Council Revenue budget					
WLCCG funding through S75.	£54,917	£54,917	£54,917	£54,917	£109,834
SUB TOTAL	£54,917	£54,917	£54,917	£54,917	£109,834
Cost of Service	£54,917	£54,917	£54,917	£54,917	£109,834
TOTAL	£54,917	£54,917	£54,917	£54,917	£109,834
SAVINGS					

10.2. The recommendation in paragraph 2.3 above, to extend the existing Red Cross Contract for a further 24 months from September 2015 to 31st August 2017 will cost £109,834 in total and will be funded via recurrent Re-ablement funds from Hammersmith & Fulham Clinical Commissioning Group (CCG).

10.3. **Implications verified/completed by** Cheryl Anglin-Thompson, Principal Accountant Finance Officer, tel. 0208 753

Royal Borough of Kensington and Chelsea

10.4. Financial schedule:

	2015/16 12 months		2016/17 12 months		Total costs of proposal
	Confirmed budget figure £	Costs of proposal £	Confirmed budget figure £	Costs of proposal £	
<i>Revenue implications</i>					
Current Budgets					
Council Revenue budget					
Health funding (Social to benefit health)	£54,917	£54,917	£54,917	£54,917	£109,834
SUB TOTAL	£54,917	£54,917	£54,917	£54,917	£109,834
Cost of Service	£54,917	£54,917	£54,917	£54,917	£109,834
TOTAL	£54,917	£54,917	£54,917	£54,917	£109,834
SAVINGS					

10.5. This contract is budgeted for in the Department's Voluntary Sector Contracts and Grants Programme at the amounts in the table above.

10.6. **Implications verified/completed by** Gavin Thelwell, Finance Officer, tel. 020 7361 3790

Westminster City Council

10.7. Financial schedule:

	2015/16 12 months		2016/17 12 months		Total costs of proposal
	Confirmed budget figure £	Costs of proposal £	Confirmed budget figure £	Costs of proposal £	
<i>Revenue implications</i>					
Current Budgets					
Council					

Revenue budget					
WLCCG funding through S75.	£54,917	£54,917	£54,917	£54,917	£109,834
SUB TOTAL	£54,917	£54,917	£54,917	£54,917	£109,834
Cost of Service	£54,917	£54,917	£54,917	£54,917	£109,834
TOTAL	£54,917	£54,917	£54,917	£54,917	£109,834
SAVINGS					

10.8. This service is funded by the recurrent Re-ablement grant in the s75 agreement with the West London Clinical Commissioning Group and Central London Clinical Commissioning Group.

10.9. **Implications verified/completed by** Henry Ashong, Finance Officer, tel. 0207 641 7461

11. IMPLICATIONS FOR BUSINESS

11.1. The proposal to extend this contract will not negatively affect Hammersmith and Fulham local businesses.

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

Selina Douglas, Director of Strategic Commissioning and Enterprise, Adult Social Care and Health


Contact officers:

Tabby Eichler –Procurement and Contracts Manager, Adult Social Care shared services. Tel. 020 7641 6640, e-mail: Teichler@westminster.gov.uk

Marta Garcia-Farinos –Procurement and Contracts officer, Adult Social Care shared services. Tel. 07787 845 064, e-mail: Marta.Garcia-Farinos@lbhf.gov.uk

LIST OF APPENDICES:

Appendix 1 - British Red Cross Hospital to Home finance breakdown (contained in the exempt report on the exempt Cabinet agenda).

London Borough of Hammersmith & Fulham CABINET 7 DECEMBER 2015		 hammersmith & fulham
APPROVAL TO PROCEED TO PROCUREMENT OF ADULT COMMUNITY SEXUAL HEALTH SERVICES		
Report of the Cabinet Member for Health and Adult Social Care : Councillor Vivienne Lukey		
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 Executive Director: Liz Bruce, Executive Director of Adult Social Care and Health liz.Bruce@lbhf.gov.uk		
Report Author: Gaynor Driscoll, Head of Commissioning Substance Misuse, Sexual Health and Offender Health		Contact Details: Tel: 0207 361 2418 E-mail: Gaynor.driscoll@rbkc.gov.uk

1. EXECUTIVE SUMMARY

1.1 This paper is requesting approval to proceed with the procurement of

- Lot 1 - Adult community sexual and reproductive health services
- Lot 2 - Sexual health in primary care

1.2 This paper recommends that the Cabinet Members agree to:

- progress the procurement of the adult community and reproductive sexual health services and sexual health in primary care

- Hammersmith and Fulham Cabinet to delegate authority to the lead member for Adult Social Care and Public Health for Hammersmith and Fulham at the contract award stage.
- 1.3 The approval to proceed to the procurement of adult community and reproductive sexual health services was initially presented and an in principle agreement to progress was secured with Cabinet Members and key stakeholders. The proposed procurement timetable allows commissioners to
- address the concerns that the procurement timetable is too short
 - dovetail the adult community procurement with the GUM (Genito-urinary Medicine) London transformation programme
 - address the need to develop a contingency plan in light of the Government spending review and potential removal of the Public Health ring-fence.
- 1.4 Efficiencies have been identified with an average of 23% achieved across the three boroughs (17-26%) to be achieved within 2016/17. This equates to over £1.5 million across the three boroughs.
- 1.5 The redesign programme includes a partnership approach to developing a revised model of service delivery involving providers and service users in a number of consultation meetings and workshops.
- 1.6 All commissioned sexual health contracts are due to end in March 2017 across the three boroughs.

2. RECOMMENDATIONS

- 2.1 To agree to the procurement of the Lot 1 adult community and reproductive sexual health services and Lot 2 sexual health in primary care, as detailed in the report.
- 2.2 That authority be delegated to the Cabinet Member for Health and Adult Social Care for Hammersmith and Fulham at the contract award stage.

3. REASONS FOR DECISION

- 3.1 Current contracts are due for renewal 31 March 2017. This allows for a three month consultation period and full year procurement period from January 2016 and also allows for contingency.
- 3.2 The current sexual health system is not sustainable in its current form. Transformation across the system must take place in order to meet the changing needs of residents and reduce the transmission of Sexual Transmitted Infections (STI). The transformation of the system will also identify savings from acute services by providing a cheaper alternative to contraception within primary care settings.
- 3.3 Hammersmith and Fulham have an increasing trend in STI diagnosis and one of the highest for newly diagnosis of STI, and above the London average for HIV diagnosis.

4. OPTIONS

4.1 Three options have been considered for procurement of services all options have taken into account the removal of the Public Health ring fenced grant, the preferred option is option 2 analysis is detailed below:

Option 1: do nothing the current systems remains unchanged

Benefits of option 1

- avoids disruption of current services and services will naturally end on the 31st March 2017
- potential contract negotiation of the current system and further efficiency savings could be made within current contracts

Challenges presented by option 1

- the current configuration is not financially viable
- under-utilised and duplicated contracts add pressure to the system and the impact on the public health outcomes is difficult to quantify
- activity in GUM adds more pressure to the local authorities to manage demand if no sexual health promotion is commissioned.
- contracts all end on March 2017 after seeking a waiver extension based on the proviso services will be procured
- no further extensions allowed on contracts post March 2017

Option 2: procurement of Lot 1 and Lot 2 adult community and reproductive health services to align with the GUM transformation project.

Benefits of option 2

- supports significant innovation to improve outcomes and transform the system to a sustainable model
- allows the local authorities to dovetail the procurement of adult community sexual health services that is cost effective
- provides significant opportunities to make efficiencies through commissioning fewer contracts across the three boroughs
- allows the local authorities to gather further evidence of meeting demand including value for money and meeting equalities act requirements
- allows commissioning of a model to ensure the three boroughs achieve the economy of scale required

Challenges of option 2

- health inequalities not addressed due to the inconsistency of the configuration of the contracts
- full efficiencies might not be delivered given the number of contracts the local authorities hold
- the market may not be ready to deliver ambitious contracts

- no contingency post March 2017 should approval to proceed not be granted

Option 3: not to recommission the adult community sexual health services as they are not a mandatory requirement.

Benefits of option 3

- Potential short term cost saving
- Reduction in the number of the services the local authorities commission for sexual health

Challenges of option 3

- long term costs for residents unable to access services leading to increase of Sexually Transmitted Infections (STIs), and no support for people with HIV, therefore not achieving the public health outcomes
- potential increase costs in the acute services due to lack of alternatives and sexual health promotion

5. THE STRATEGIC CASE

5.1 Local Authorities took over the mandatory responsibility for commissioning sexual and reproductive health services from Primary Care Trusts (PCTs) in April 2013. These services are currently funded from the Public Health grant. The services that local authorities are responsible for include:

- comprehensive sexual health services including most contraceptive services and all prescribing costs, but excluding GP additionally-provided contraception
- sexually transmitted infections testing (including HIV testing) and treatment
- sexual health aspects of psychosexual counselling
- specialist services, including young people's sexual health, teenage pregnancy services, outreach, HIV prevention, sexual health promotion, services in schools, colleges and pharmacies.

5.2 Reshaping the provision of adult community and reproductive sexual health service is a priority for the three Local Authorities in order to ensure that services meet the needs of our residents and we achieve the Public Health Outcomes by:

- reducing inequalities and improving sexual health outcomes
- building an open and transparent model where everyone is able to make informed and responsible choices about relationships and sex
- providing accessible services in a way that meets the need of the local population and those at highest risk

5.3 Sexual ill health can impact on all parts of society and on the wider determinants of health which include:

- low educational attainment and teenage pregnancy
- increase in substance misuse and STI/HIV acquisition and transmission
- ageing with HIV and increased demand on future social and health care services

- 5.4 The return on investment has not been quantified for all STIs nationally or locally. The evidence behind the return on investment for HIV screening and treatment has not been refreshed for a number of years. The most recent information collected by Development Economics¹ considers three scenarios for the future of all STI rates in the UK. If the current rate of infections is to continue at the same pace until 2020, the report suggests there will be an increase in public health spending however it is not clear in the report by how much. The authors of the report recommended sexual health promotion is required in order to achieve a reduction in rates of infection and contain the costs of delivering services to meet demand. No work has been done on the costs to society by not investing in this area.
- 5.5 Public Health England has encouraged a whole systems approach to commissioning and the benefits associated with this approach. The Making it Work² document based on future financial challenges encourages the whole systems approach to achieve economic, health and social outcomes for all commissioning bodies of sexual health (see appendix 1 for the key outcomes).

6. THE PROPOSAL – KEY FEATURES OF THE NEW SERVICE

- 6.1 The current model is unsustainable and has not addressed the changing needs of the three boroughs population. The procurement will focus on innovation and target groups that are in greatest need. The model would also provide assurance and sustainability for the non-mandatory sexual health support services. The design principles of the new model are set out below and will require engagement with a broad range of stake holders:
- a new approach to sexual health promotion
 - partnerships with secondary care, community and primary care providers
 - an innovative design to primary care and delivery of reproductive services
 - high quality sexual health services targeting priority populations
 - incorporation of new technologies into service delivery
 - working with commissioners in CCGs and NHS England responsible for other sexual health services
 - services delivered by a well-trained and informed workforce
 - development and implementation of a communication strategy
- 6.2 The procurement will also aim to contain the cost of contraceptive services by reappportioning funds. This will direct residents towards less expensive local services instead of attending open access services. We will maintain our mandatory duty by ensuring GUM services provide contraception to more complex residents as part of the transformation programme.
- 6.3 The new service delivery will be commissioned based on local need rather than open access and will improve the service user's experience including better information, clearer pathways, targeted provision and receiving the appropriate level of intervention.

¹ Unprotected nation the financial and economic impacts of restricted contraception and sexual health services development economics January 2013

² Making it work A guide to whole system commissioning for sexual health, reproductive health and HIV September 2014 (revised March 2015)

It is also intended to deliver improvements in quality and move the balance of care away from the GUM acute services to the more accessible and responsive community based services and to:

- reduce the transmission and stigma of HIV, STIs and Blood Borne Viruses (BBV)
- reduce late diagnosis of HIV, and improving the sexual health including among gay, bisexual and other men who have sex with men and men and women from Black Asian and Minority Ethnic (BAME) communities
- ensure prompt access for earlier diagnosis and treatment
- provide better access for high risk communities
- reduce the number of people repeatedly treated for STIs
- increase the use of effective good quality contraception
- contribute to reductions in under 18 conceptions and STIs
- work in partnership to improve support for people vulnerable to, and victims of, sexual coercion, sexual violence and exploitation.

6.4 The three boroughs will require a flexible system that responds to the needs of residents, provides outcomes that are evidence based and reduces the transmission of STIs.

7. THE LOCAL PICTURE

7.1 In all three boroughs the number of tests undertaken increased between 2013 and 2014; 10.5% in H&F, 13.5% in RBKC and 14% in WCC. Although the number of positive test has also increased, the overall percentage of tests identifying an infection has decreased.

7.2 The table below shows the proportion of the STI tests undertaken on our residents where an infection was identified.

Table 1 : Sexual Transmitted Infection Testing

STI testing positivity rate	2012	2013	2014
Hammersmith and Fulham	5.8% (3010/ 51623)	5.4% (2885/ 53417)	5.5% (3225/ 59050)
Kensington and Chelsea	6.3% (2219/ 35499)	5.6% (2029/ 35960)	5.5% (2265/ 40826)
Westminster	6.5% (3700/ 57010)	6.3% (3595/ 57190)	6.2% (4046/ 65197)

7.3 Local data indicates, as shown in appendix 3 and 4, the number of people developing new sexually transmitted infections in the three boroughs has increased substantially each year until 2013. The number of STIs diagnosed has increased in all three boroughs. Per 100,000 population, the rate of infection is high in comparison to other London boroughs.

8. BENEFITS

- 8.1 Investment in adult community sexual health services has been inconsistent and based on historical agreements. No formal procurement process has been undertaken since transfer of responsibilities to the local authority. This process will allow services to provide the sustainability needed to achieve the local authorities ambition of reducing the cost of acute GUM services, and to commission a model that is based on local need.
- 8.2 The benefits for recommissioning and aligning local procurement with the London wide transformation project are:
- efficiencies of affiliating provision and reducing the number of contracts
 - ability to introduce new innovative projects
 - ability to utilise existing externally funded initiatives and PHE commissioned services to target higher risk groups
 - ensuring a robust structure in place to identify the return on investment
 - ensuring a level of sustainability in future service models
 - meeting the needs of residents by investing in effective services and interventions

9. RISKS

- 9.1 Market Testing is a risk noted on the Shared Services risk register, risk number 4 achieving best value high quality services for the local taxpayer. Public Health risks are monitored according to the Shared Services risk management guidance, they are reviewed on a quarterly basis by the management team and are noted on the Shared Services risk register, risk number 5.
- 9.2 Without the procurement the following risks will need to be managed:
- essential sexual health services may not be sustainable due to funding restrictions and changing trends resulting in services not being fit for purpose
 - resources will not be targeted effectively to support sexual health promotion and early diagnosis
 - destabilisation of small organisations whose income is generated from sexual health services only
 - changes with the sector and staff may destabilise provision of services that have not been commissioned since the 1990s and have historical arrangements that are costly
 - if the GUM transformation programme does not meet its milestones a clear contingency plan will need to be agreed
 - unless we reprocure the Local Authorities will not be able to sustain the current level of investment and to plan within the procurement strategy a financial plan where services can remain sustainable
 - an increase in cost in reproductive services due to ad hoc commissioning and no control over cost and volume if it remains in its current status.

Risk Implications completed by:

Michael Sloniowski Shared Services Manager ext. 020 8753 2597

10. FINANCE

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

11. PROCUREMENT IMPLICATIONS

- 11.1 It is proposed that Westminster City Council lead on the procurement process on behalf of the other two boroughs in line with current Public Health shared services arrangements. WCC will enter into one contract with the successful provider for service delivery across the three boroughs. The other two boroughs will enter into an Inter Authority Agreement with WCC which sets out terms and conditions about shared liability and payments to WCC from the other two boroughs.
- 11.2 The Public Contracts Regulations 2015 (the Regulations) came into force at the end of February and implement revisions to the European public procurement regime as it applies in the UK.
- 11.3 The services that are the subject of this report used to be classified as “Part B” services under the previous Regulations of 2006; this meant that they were exempt from the requirement to tender them in accordance with those previous regulations, provided that there was not likely to be cross-border interest. This distinction has now been abolished. Health and social services are now classified as Schedule 3 services as described in legal implications below.

12. BUSINESS IMPLICATIONS

- 12.1 There are no business implications in relation to this proposed procurement however there is considerable social value.

13. LEGAL IMPLICATIONS

- 13.1 Health and Social Services are Schedule 3 services for the purposes of the Public Contracts Regulations 2015 (Regulations). Schedule 3 services are subject to the “light touch regime”, if the value of the contract exceeds the current threshold of £625,050.00. As the value of the proposed contract exceeds the current threshold for Schedule 3 services, the authorities are required to comply with the requirements set out in the Regulations, which include the requirement to advertise the contract opportunity on OJEU.
- 13.2 Legal Services will be available to provide assistance throughout the procurement exercise.

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

14. EQUALITY IMPLICATIONS

- 14.1 The services are currently provided by the independent sector and NHS trusts. The transfer of functions may have equality implications. A full EIA has been completed as

part of the review and will be revisited and updated as part of new proposals for service provision prior to starting a tender process.

- 14.2 The community sexual health services are non-mandatory unlike GUM services where Local Authorities are responsible for commissioning GUM services for their residents due to the open access legislation. The EIA highlighted the current service delivery is to provide psychosocial support for residents, these services are not open access and will be commissioned in the future for local resident's needs.
- 14.3 The EIA indicated the services over the years and prior to the move to Local Authorities a number of services had been commissioned by other Local Authorities to ensure fair access similar to a pan London approach. However the way in which resident's access services has changed and the service model needs to reflect this, The services where they work with a small number of three borough residents will not be extended.
- 14.4 The current make up of commissioned community and reproductive sexual health services is inconsistent. There is duplication of services, not aligned with current need and contracts and service level agreements are no longer fit for purpose.
- 14.5 A number of the current services are out of borough and therefore making it difficult for residents to access, the proposed new model will focus on services delivering from within our local areas and therefore can be more accessible and responsive to local residents and identified needs.

15. REVISED TIMEFRAME FOR PROCUREMENT

Key milestones

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

June 2015



December 2016

LOCAL GOVERNMENT ACT 2000

LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of background papers	Name/ Ext of holder of file/copy	Department/ Location
1.	None		

LIST OF APPENDICES:

Appendix 1: Summary of Whole Systems Approach

Appendix 2: *contained in the exempt report on the exempt Cabinet agenda*

Appendix 3: Trends in Sexually Transmitted Infection Rates

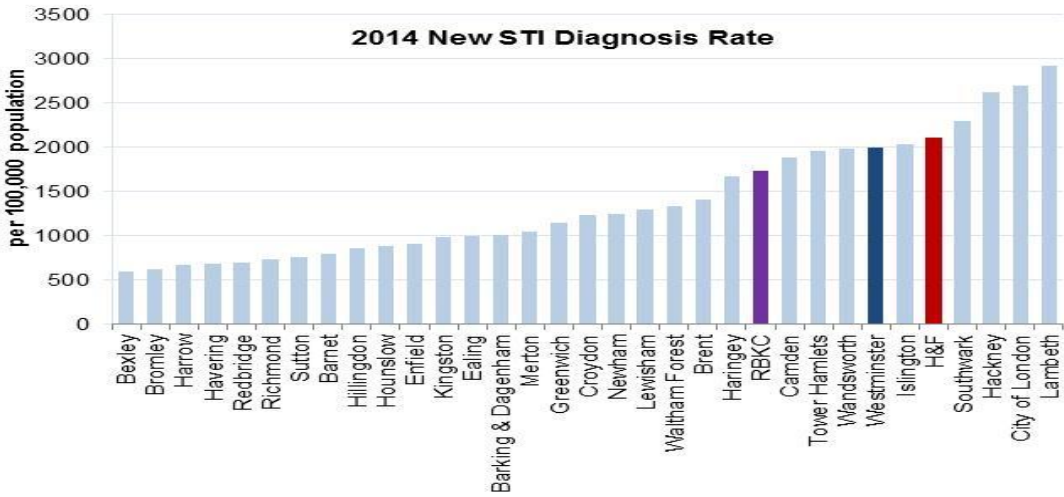
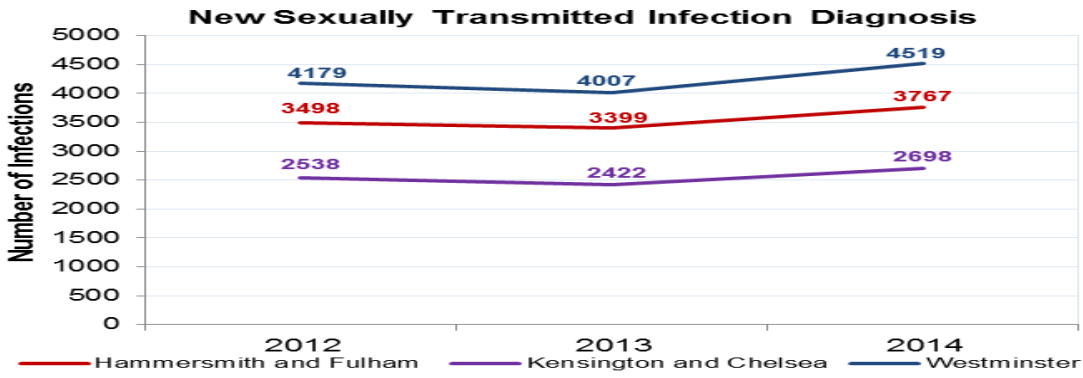
Appendix 4: Prevalence of Sexually Transmitted Infections (STIs) and Human Immunodeficiency Virus (HIV) across Hammersmith and Fulham, Kensington and Chelsea, and Westminster

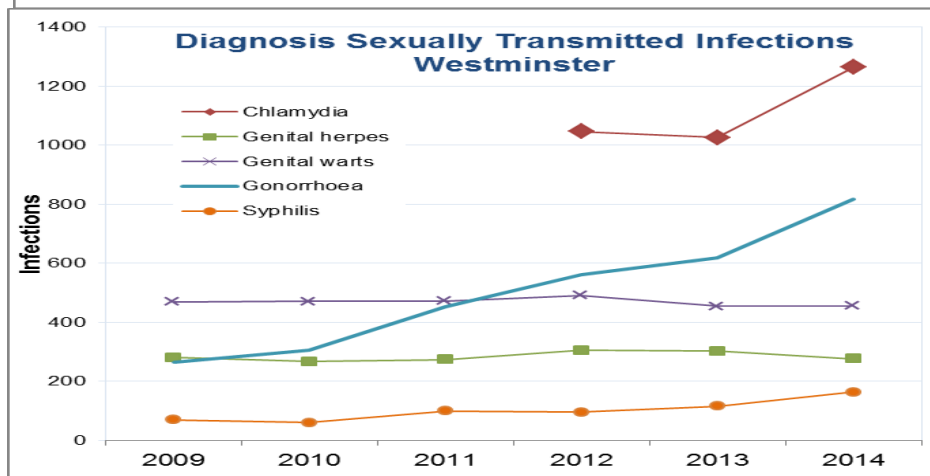
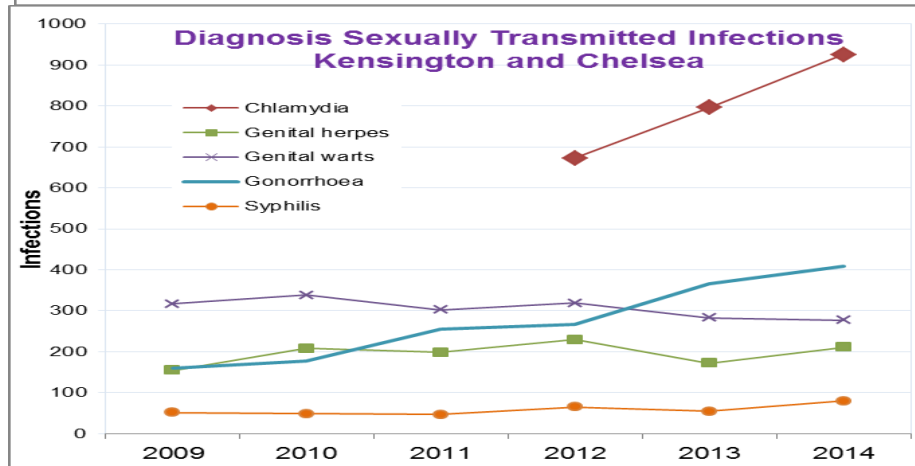
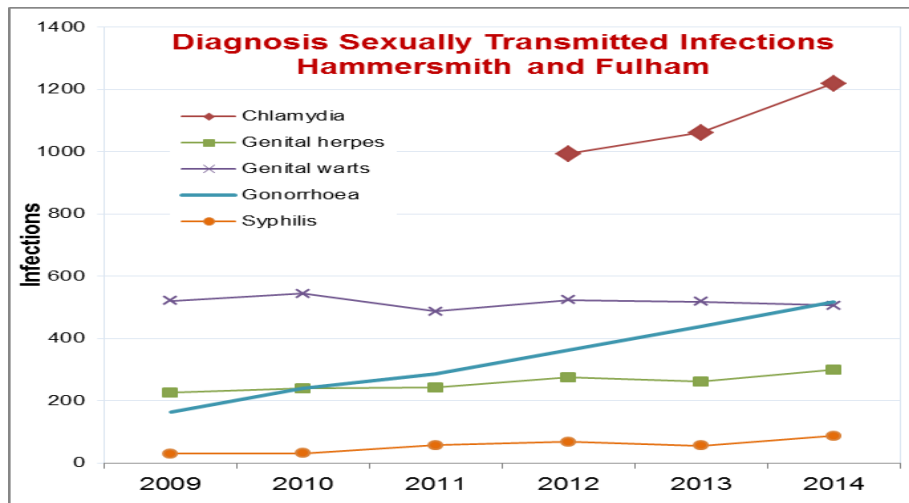
Appendix 1: Summary of Whole Systems Approach

Key objectives in a framework for sexual health improvement in England	Benefits at the individual level	Benefits at the public health/population level	Other benefits (economic, health and social outcomes)
Reduce the rates of STIs among people of all ages	Treatment of STIs Reduce the risk of other health consequences	Reduction in the prevalence and transmission of infection Opportunities to test for other STIs and HIV in those diagnosed with chlamydia Reaching young people with broader sexual health messages Increase uptake of condom use	Reduced use of gynaecology services CCG ✓ Increased sexual health uptake of sexual health services by young people LA ✓ Increase in chlamydia diagnoses enabling more treatment and consequent reduction in prevalence. LA ✓
Reduce the onward transmission of HIV and avoidable deaths	Access to treatment Better outcomes/prognosis Improved ability to protect partner from HIV	Fewer people acquiring HIV Greater contribution of people living with HIV to workforce and society Less illness and fewer deaths	Lower health and social care costs for HIV NHS/LA/CCG ✓ Lower healthcare costs for associated conditions and emergency admissions CCG ✓ Enhanced public health/prevention LA ✓
Reduce unintended pregnancies among women of a fertile age	Better control over fertility for women at all life stages through access and choice Optimisation of health for women prior to becoming pregnant Improved quality of life	Fewer unwanted pregnancies Improved pregnancy outcomes Improved maternal health and reduced maternal mortality	Investment in contraception is cost effective in reducing pregnancies and abortions CCG ✓ Lower health care costs through reduced antenatal, maternity and neonatal costs due to better management of pregnancy and improved outcomes CCG ✓ Reduced social care costs for infant and child care LA ✓

Source: Department of Health. Making it Work. A guide to whole system commissioning for sexual health, reproductive health and HIV. September 2014 (Revised March 2015)/

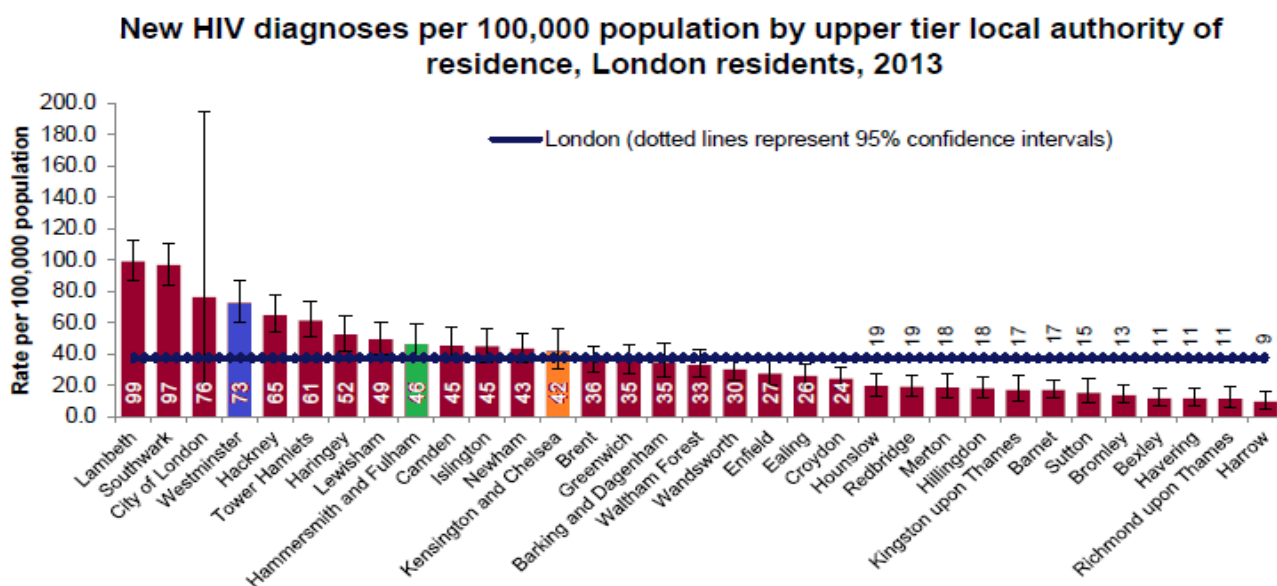
Appendix 3: Trends in Sexually Transmitted Infection Rates



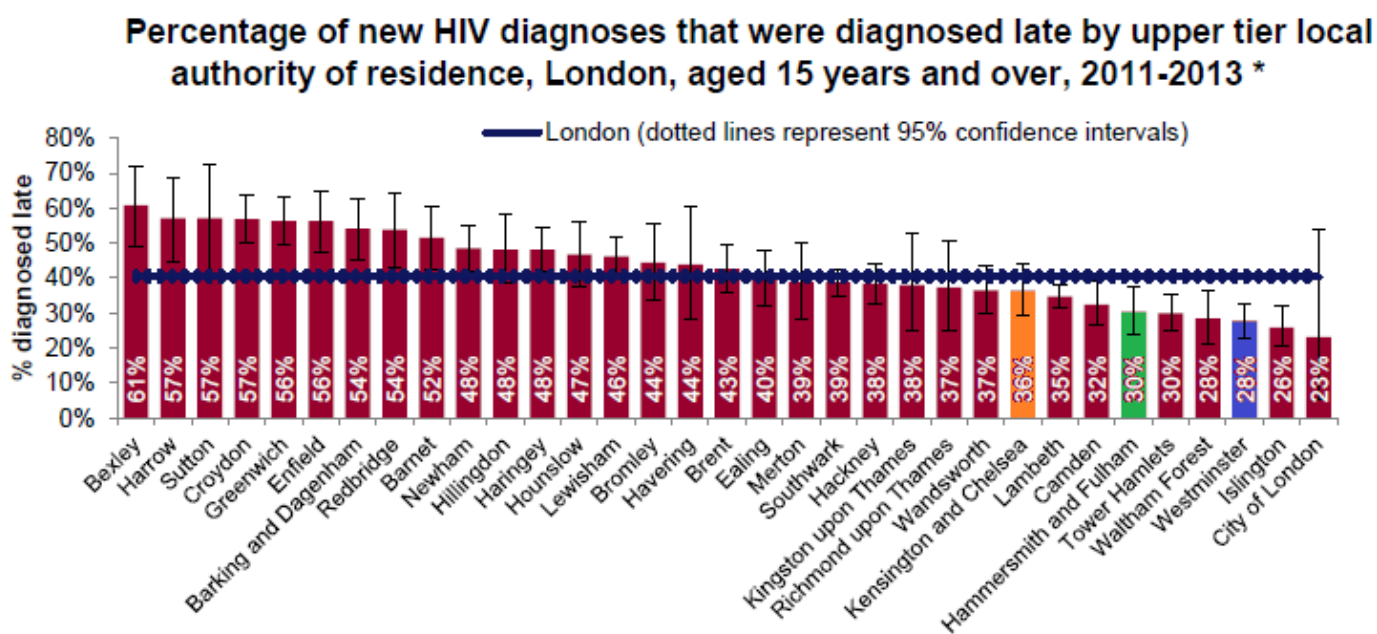


Appendix 4: Prevalence of Sexually Transmitted Infections (STIs) and Human Immunodeficiency Virus (HIV) across Hammersmith and Fulham, Kensington and Chelsea, and Westminster

a) Prevalence of HIV taken from the Public Health England's Annual Epidemiological Spotlight on HIV in London 2013:

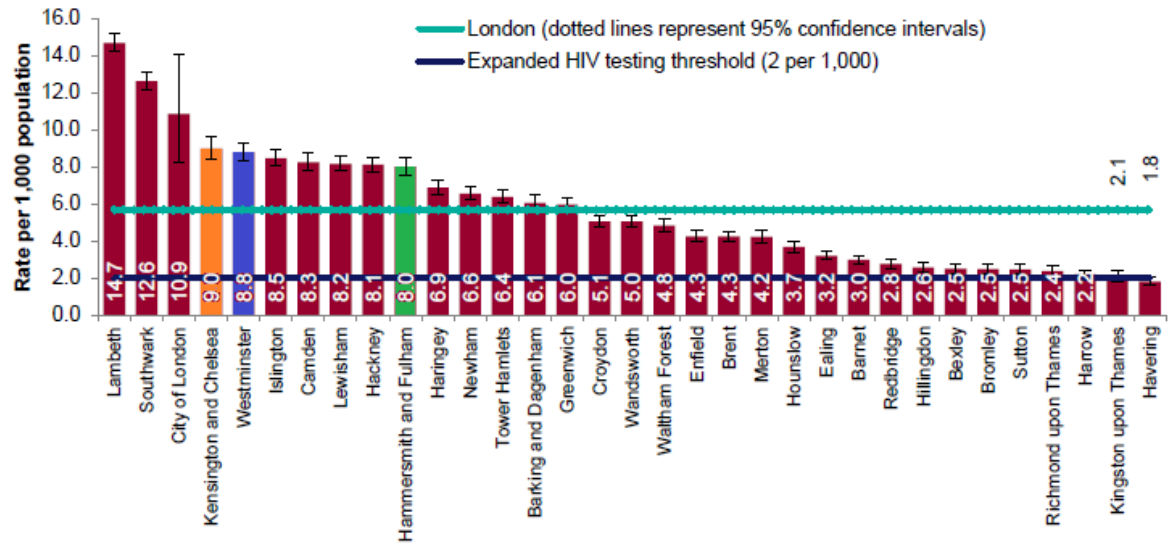


Source: Public Health England, HIV and Aids New Diagnosis Database (HANDD).




Source: Public Health England, HIV and AIDS New Diagnosis Database, CD4 Surveillance, Survey of Prevalent HIV Infections Diagnosed (SOPHID).

Diagnosed HIV prevalence per 1,000 residents aged 15-59 years by local authority, London, 2013



Source: Public Health England, Survey of Prevalent HIV Infections Diagnosed (SOPHID).

Agenda Item 9

London Borough of Hammersmith & Fulham		 hammersmith & fulham
CABINET 7 DECEMBER 2015		
APPROVAL TO MAKE A DIRECT AWARD OF A CONTRACT FOR THE PROVISION OF DOMESTIC VIOLENCE REFUGE ACCOMMODATION		
Report of the Cabinet Member for Health and Adult Social Care: Councillor Vivienne Lukey and the Cabinet Member for Social Inclusion: Sue Fennimore		
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 Executive Director: Liz Bruce - Executive Director of Adult Social Care and Health		
Report Author: Julia Copeland Senior Commissioner Adult Social Care	Contact Details: Tel: 020 8753 1203 E-mail: julia.copeland@lbhf.gov.uk	

1. EXECUTIVE SUMMARY

- 1.1 On 15 October 2015 the Cabinet Member for Social Inclusion and the Leader approved a waiver of the Council's Contract Standing Orders (CSO's) of the requirement to seek competitive bids to enable the Council to directly award a contract to the recommended organisation identified in the exempt report for domestic violence refuge services. The justification for the prior waiver is set out in 3.1 of this report.
- 1.2 This report requests the Cabinet to approve the direct award of a contract to the recommended organisation identified in the exempt report for the period 1 April 2016 to 31 March 2018 as set out in the exempt report. The recommended organisation currently provides 14 units of short term refuge accommodation. The current contract expires on 31 March 2016 and there are no further provisions to extend the contract; hence the requirement for a prior approval to waive the Contract Standing Orders to award a direct contract.

- 1.3 A review of the services has indicated the contract is delivering strategically important accommodation and support services to women and children experiencing domestic abuse.
- 1.4 The direct award of a contract to the recommended organisation for the period 1 April 2016 to 31 March 2018 in LB Hammersmith & Fulham will ensure stability and continuity in local services while officers determine the future procurement and commissioning options to strengthen refuge services in LB Hammersmith & Fulham and deliver better value for money for the Council.

2. RECOMMENDATIONS

- 2.1 That approval be given to a direct award of a contract to the provider named in the exempt report for the period 1 April 2016 to 31 March 2018, as set out in the exempt report.

3. REASONS FOR DECISION

- 3.1 It is in the Council's best interest to have waived the Contract Standing Orders of the requirement to seek competitive bids because the direct award of a contract to the recommended organisation identified in the exempt report will allow officers time to review the implementation and progress of the new shared Violence Against Women and Girls service across Hammersmith & Fulham, WCC and RBK&C.
- 3.2 This review will enable the Council to determine the optimum future commissioning arrangements for Hammersmith & Fulham refuge services.

4. BACKGROUND

- 4.1 In 2009/10, following a strategic review of local domestic violence services, the Council carried out a restricted tender to commission the future refuge services in Hammersmith & Fulham. Six organisations were successfully shortlisted and were invited to tender for the refuge contract to provide 14 bed spaces of accommodation for women and children experiencing domestic abuse.
- 4.2 Four organisations submitted a tender; the recommended organisation was the Most Economically Advantageous Tender and was awarded a three year contract with the option to extend for two 12 month periods. The contract commenced on 1 April 2011; both extension periods have been utilised.
- 4.3 Due to the nature of refuge services, referrals into refuges in the borough come from women living outside of the borough. Residents living in Hammersmith & Fulham who need refuge accommodation can access refuges in other London boroughs and outside of London. Apart from in the City of London at 31 March 2015 there were refuge places in all other London boroughs with a total 836 bed spaces.¹

¹ UKROL Report to London Councils Oct 2013-March 2015

- 4.4 A review of the recommended organisation refuge contract in 2014-15 and ongoing contract monitoring indicates the services are good quality and valued by residents and stakeholders.
- 4.5 In July 2015, a new shared Violence against Women and Girls (VAWG) Integrated Support Service was commissioned across LB Hammersmith & Fulham, WCC and RBK&C: refuge services were not included in this new contract however; there are considerable interconnections between the new VAWG service and the existing refuge services in LB Hammersmith & Fulham.

5. PROPOSAL AND ISSUES

- 5.1 It is proposed that the Cabinet approves the direct award of a contract to the recommended organisation for the period 1 April 2016 to 31 March 2018. The extension of the recommended organisation's contract for the above period will provide stability and continuity of service while officers review the future procurement and commissioning options for refuge services.
- 5.2 Over the next 12 months officers will monitor and review the impact of the new shared VAWG service to understand the potential options and benefits of greater integration of future refuge services. The learning from this review will help inform the future procurement and commissioning options for refuge services in LB Hammersmith & Fulham. Officers consider that an immediate procurement would not benefit from the learning of the VAWG service with the associated risk of not achieving the optimum service configuration or best value for money in the future. The VAWG service only commenced on 1 July 2015 and therefore to date there has not been any opportunity to learn from the implementation of the new shared service.
- 5.3 The timetable for the future procurement of the refuge services will be as follows:

Task	Date
Monitor & review shared integrated VAWG service	April 2016 – March 2017
Refuge services relet strategy agreed	April 2017
Prepare ITT documents	June 2017
Issue ITT	Sept. 2017
Evaluation	Oct/Nov 2017
Governance	December 2017
Award	Jan. 2018
Implementation	Jan-March 2018

6. OPTIONS AND ANALYSIS

Do nothing

- 6.1 There is not an option to do nothing as the refuge services expire on 31 March 2016 and there will be a risk to vulnerable residents if the services end before alternative arrangements are in place. Therefore this option is not recommended.

Procure a new contract immediately using the West London Framework Agreement

- 6.2 The West London Housing Support Framework 2012-16 (the Framework) is available to call-off a contract for the future provision of refuge accommodation services. There are sixteen eligible provider organisations on the relevant lot of the Framework. The Framework has been the Council's preferred procurement method for purchasing housing support contracts since 2012 and a number of successful call-offs have been undertaken.
- 6.3 As set out above officers consider however, that it is important to monitor and review the recently commissioned shared VAWG service in order to develop the future service and contracting model for refuge services in LB Hammersmith & Fulham; the new VAWG service only commenced on 1 July 2015 and so the review will need to take place during 2016/17. Any immediate procurement of the future refuge services would not benefit from the learning of this review and therefore risk not achieving the optimum service configuration or best value for money. For these reasons this option is not recommended.

7. RISK

- 7.1 The Adult Social Care department identify and assess risk in accordance with the Shared Services Risk Management framework. Risks are regularly reviewed and discussed at the Senior Leadership Team, additionally risks relating to procurement are considered at Contracts and Commissioning Board meetings. Market testing is a strategic risk noted on the Council's risk register, risk number 4, achieving best value at best possible cost to the local taxpayer. Compliance with EU procurement guidance is also noted, risk number 8. The following risk is specifically associated with the recommendations in this report and in connection with risks 4 and 8:

Issue Identified	Risk	Potential Impact	Likelihood	Mitigating factors
Awarding direct contracts without competition	Risk of challenge from providers on West London Framework Agreement	Medium	Low	A competitive procurement exercise will be conducted in 2017 and a break clause will be exercised in the event of a challenge

- 7.2 Comments verified by Mike Sloniowski Shared Services Risk Manager 020 8753 2587

8. CONSULTATION

- 8.1 No formal consultation has been carried out in connection with the recommendations in this report.

9. EQUALITY IMPLICATIONS

- 9.1 There are no adverse equality implications for protected groups arising from the recommendations contained in this report. Overall the impact on women experiencing domestic abuse is adjudged as neutral or positive as service continuity and improvements will be secured.

10. PROCUREMENT IMPLICATIONS

- 10.1 A prior waiver of the requirement to seek competitive bids was approved on 15 October 2015 in accordance with Section 3 of the Contract Standing Orders which states that a prior approval has to be obtained and agreed by the appropriate persons. As the estimated Contract Value is over £100,000 the appropriate Cabinet Member and the Leader of the Council can approve a waiver if they are satisfied that a waiver is justified insofar as they relate to the Council's own competition rules governing quotes and tenders.
- 10.2 Approval to award the contract to Hestia will be a Cabinet decision as the value of the contract is over £100,000.
- 10.3 Procurement Comments by Rita Emesim (Procurement and Contracts Officer), 020 8753 5351 and verified by Joanna Angelides, Procurement Consultant, 020 8753 2586

11. MARKET IMPLICATIONS

- 11.1 Hestia has been delivering services to vulnerable people in LB Hammersmith & Fulham for over 35 years and is a key strategic partner of the Council. The recommendations in the report will enable the continued partnership between Hestia and the Council to deliver valuable services.

12. LEGAL IMPLICATIONS

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

13. FINANCIAL AND RESOURCES IMPLICATIONS

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

LOCAL GOVERNMENT ACT 2000

LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT


No.	Description of background papers	Name/ Ext of holder of file/copy	Department/ Location
1.	None		

Contact officer(s):

Julia Copeland, Senior Commissioner

Julia.Copeland@lbhf.gov.uk

Agenda Item 10

London Borough of Hammersmith & Fulham CABINET 7 DECEMBER 2015	 hammersmith & fulham
AWARD OF ROAD2010 TERM CONTRACT FOR LONDON ROAD CONDITION SURVEYS	
Report of the Cabinet Member for Environment, Transport and Residents Services : Councillor Wesley Harcourt	
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 Executive Director: Mahmood Siddiqi, Director of Transport and Highways	
Report Author: Charlie Kiely, Land and Asset Survey Manager	Contact Details: Tel: 020 8753 3052 E-mail: charlie.kiely@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. This report seeks approval to award the Road2010 London Road Condition Survey contracts.

2. RECOMMENDATIONS

- 2.1. To award Lots 1 and 2 of the Road2010 Term Contract for London Road Condition Surveys to "WDM Limited"
- 2.2. To award Lots 3 and 6 of the Road2010 Term Contract for London Road Condition Surveys to "The Highway Surveyors"
- 2.3. To agree that Lots 1, 2, 3 and 6 be awarded for an initial period of two years to 31 March 2018 with the option for two 12 month extensions.

3. REASONS FOR DECISION

- 3.1. The Road2010 condition surveys are designed to identify roads and footways that should be considered for maintenance and the results are used by both Transport for London (TfL) and DfT to derive statutory National Indicators (NI's) and for TfL to use in their financial model to determine the Principal Road Network maintenance resource allocation.
- 3.2. LBHF staff have managed these surveys since 1999. The current contract for carrying out these surveys expired on 31 March 2015. These surveys have been, and will be, done at no cost to the Council. The Council benefits from the in-house expertise that the survey team bring to the Highways department.
- 3.3. The current contracts concluded on 31 March 2015. This followed a two year term and 2 one-year extensions and therefore they had to be re-tendered. The proposed contract commencement date is 1 April 2016.

4. INTRODUCTION AND BACKGROUND

- 4.1. In 1999, the Greater London Authority (GLA) wanted to provide the proposed elected London Mayor, a dataset of Condition Surveys on the Borough Principal Road Network (A-Roads) and every year since then, LBHF manage, on behalf of Transport for London (TfL) and the London Highway Authorities, condition surveys (SCANNER, SCRIM and DVI) on London's Principal Road Network (BPRN). For the current tender, TfL have requested that SCANNER and SCRIM surveys for their Transport for London Road Network (red routes) are included.
- 4.2. In addition to the SCANNER surveys undertaken on the Borough Principal Road Network (BPRN), officers also manage SCANNER condition surveys (and contracts) on all London Boroughs Non-Principal classified road networks (B and C Roads).
- 4.3. Following a review in 2010, instigated by LBHF to ensure Best Value was still being delivered, TfL agreed that the service provided by the Road2010 management team was still providing a value-for-money product. A business plan was commissioned for TfL to accept and agree to continue to fund an LBHF in-house management client team up and until the new contract end

The previous contracts concluded on 31 March 2015, including extensions granted. Officers commenced the process of retendering the contract in June 2014 using the new e-sourcing procurement system. This is a shared services system used to deal with all aspects of tendering and evaluation of contracts. However, the system was cumbersome when first installed and officers were not fully trained. As a result, the timetable was delayed and the contract could not be awarded in March 2015 as planned. Instead, a framework contract let by Ealing Council was used to cover 2015/16. The cost of the service provided through the Ealing framework is around

£100,000 more than the cost under the new contract to commence in April 2016. Since the cost of the service is fully funded by TfL, the saving under the new contract will be realised by TfL.

- 4.4. The Director for Procurement & IT Strategy and Director of Law were consulted in order to access the Ealing framework.
- 4.5. LBHF has been responsible for organising these surveys of the Principal Road Network for all 32 London Boroughs and Corporation of London since 1999. The Principal Road Network (A-Road) surveys are fully funded by TfL including the cost of the procurement exercise and contract management and the SCANNER surveys for Non-Principal (B&C-Roads) recovered from each individual authority. Carrying out these surveys on behalf of TfL ensures that we retain expertise for highway inspections and assessments within the Borough.

5. PROPOSAL AND ISSUES

- 5.1 Following a competitive tendering process, which was undertaken in accordance with the Council's Contract Standing Orders and the Public Contracts Regulations 2006 (as amended), approval is sought to award the Road2010 Term Contract for the London Boroughs and TfL Road Condition Surveys 2016 – 2018, with provision to extend to 2020
- 5.2 The contract would be a joint LBHF/TfL contract, managed by LBHF, fully funded by TfL for the whole duration of the contract of up to 4 years. The risk to the Council is low and the service allows the Council to maintain in-house condition survey management expertise at no cost to the Council

6. TENDER EVALUATION

- 6.1. The tender process was undertaken using the Council's capitalEsourcing procurement system.
- 6.2. The evaluation of tenders was jointly undertaken with TfL in July 2015. Three tenders were received within the deadline set. These tenders were from:
 - WDM Limited
 - PTS Ltd
 - The Highway Surveyors

Combined Technical / Commercial – Overall Score

The tables in Appendix 2 (in the exempt report on the exempt Cabinet agenda) provide the scores for each tender response received.

- 6.3. The contract would be in the form of a framework agreement which would allow London Boroughs and TfL to receive condition surveys.
- 6.4. The contract would encompass the following surveys :

- SCANNER (machine surveys) for Borough Principal Road Network (A-Roads)
 - SCANNER (machine surveys) for TfL - TLRN Road Network (Red Routes)
 - SCRIM (anti-skid surveys) for Borough Principal Road Network (A-Roads)
 - SCRIM (anti-skid surveys) for TfL - TLRN Road Network (Red Routes)
 - DVI (walked detailed visual surveys) for Borough Principal Road Network (A-Roads)
- 6.5. LBHF will manage the contract on behalf of TfL with all costs fully funded by TfL (except for the B and C road SCANNER surveys which are funded by all the individual London Boroughs)
- 6.6. The framework agreement will also allow all Boroughs to commission various condition surveys on their other networks funded by the Boroughs themselves.
- 6.7. In accordance with the Council's Contract Standing Orders, tenders were assessed on a 70:30 quality / price split respectively.
- 6.8. The contracts would be awarded for a period of two years, with the possibility of two, 12 month extensions, to be agreed at the Council's discretion.

7. OPTIONS AND ANALYSIS OF OPTIONS

- 7.1 It can be seen from the tables in Appendix 2 that the most economical, competent and advantageous tenders submitted to the Council were:
- Lot 1 (SCRIM Skidding Resistance Surveys) - **WDM Limited**
 - Lot 2 (SCANNER Surveys) - **WDM Limited**
 - Lot 3 (Principal Classified DVI Surveys) - **The Highway Surveyors**
 - Lot 4 (Footway Network Surveys) – No bid
 - Lot 5 (Coarse Visual Surveys) – No bid
 - Lot 6 (Non-Principal and Unclassified DVI Surveys) - **The Highway Surveyors**
- 7.2 Lots 4 (FNS – Footway Surveys) and 5 (CVI – Coarse Walked Visual Surveys) did not have any bids. The options available to the Council are:
- 7.2.1 Undertake a further procurement process.
- 7.2.2 Undertake a mini-competition

Acceptance of either of the above two options would be costly and time consuming

7.2.3 Liaise direct with a contractor

The above recommended option is the most direct and simple option for London Boroughs

These Lots were added to the procurement process to provide the boroughs with as a complete condition survey as possible. CVI was included in the previous framework agreement but none of the boroughs commissioned any surveys within that framework. FNS is a relatively new addition but most boroughs are either using the data from DVI surveys or from their own inspection regime.

As there are no previous commissions for these surveys and a further procurement process would be costly and time consuming, I recommend that Boroughs liaise directly with contractors if any FNS or CVI surveys are to be commissioned.

8. CONSULTATION

- 8.1. This procurement is a joint tender exercise with Transport for London (TfL). Individual boroughs have not been consulted.

9. EQUALITY IMPLICATIONS

- 9.1. The equality implications of this paper are addressed in the associated Equality Impact Assessment. In summary, the Council will fulfil its Equality duty by ensuring that all potential suppliers must be compliant with the requirements of the Equalities Act 2010 as part of the requirements of the procurement process.
- 9.2. Implications verified by: David Bennett, Head of Change Delivery (Acting) – 020 8753 1628.

10. LEGAL IMPLICATIONS

- 10.1. The procurement of the Framework Agreement will need to be conducted in compliance with the EU requirements set out in the Public Contracts Regulations 2006 (the Regulations). It is a requirement of the Regulations that Framework Agreements be for a maximum of four (4) years, unless there are exceptional circumstances.
- 10.2. The direct award or further competition of any call-off contract will need to be made in compliance with Regulation 19 of the Regulations.
- 10.3. Legal Services were available to advise officers throughout the procurement process.

- 10.4. Implications verified/completed by: Kar-Yee Chan, Solicitor (Contracts),
020 8753 2772

11. FINANCIAL AND RESOURCES IMPLICATIONS

- 11.1. This retendering exercise will allow the Council to continue providing the Road Survey function which is fully funded by TfL. There are therefore no financial implications.
- 11.2. Implications verified/completed by: Gary Hannaway, Head of Finance -
020 8753 6071

12. IMPLICATIONS FOR BUSINESS

- 12.1. There are no implications for business arising from this report.

13. RISK MANAGEMENT

- 13.1 Low risk – the risk is that the contractor fails to deliver the service which is covered in the terms of the contract to appoint alternative contractor in default of the winning tenderer. 'capitalEsourcing' will manage the risk of the procurement workflow, a fully funded LBHF client management team providing the service to TfL contributes positively to the management of budget risk and is noted along with Market Testing on the Strategic Risk Register.
- 13.2 Implications verified by: Michael Sloniowski - 020 8753 2587

14. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 14.1 The Council for a number of years has worked with TfL on managing, on behalf of all the London Councils, the specialist contracts needed to survey the conditions of the road network. This is a very specialist market and the proposed procurement route involves the use of the Open Procedure on the basis that there are only a limited number of contractors capable of carrying out the service.
- 14.2 The Corporate Procurement Team has and will continue to supply support during the procurement process.
- 14.3 Implications verified by: Alan Parry, Principal Procurement Consultant –
020 8753 2581

15. HR IMPLICATIONS

- 15.1. There are no TUPE implications for any permanent LBHF employees
- 15.2. There is an agency worker currently assigned to the LBHF project and the successful contractors will be advised of this for their consideration.
- 15.3. Although there will be a requirement for the incumbent contractors to determine whether the TUPE regulations apply to the tendering exercise, this will not apply to any Council employees
- 15.4. Implications verified by: Mary Lamont, Shared Services HR Business Partner, 020 8753 1198

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.	Contract documentation (exempt)	capitalEsourcing	

LIST OF APPENDICES:

Appendices 1, 2 and 3 are contained in the exempt report on the exempt Cabinet agenda.

Appendix 4: Principal road renewal programme and bridge strengthening including DfT allocation in 2013/14 and 2014/15

Appendix 4: Principal road renewal programme and bridge strengthening including DfT allocation in 2013/14 and 2014/15

All in £000's	2010/11	2011/12	2012/13	2013/14	2014/15
London boroughs	£15,717	£15,177	£19,824	£22,696	£34,588
B & D	£350	£355	£493	£383	£964
Barnet	£760	£653	£928	£1,512	£1,613
Bexley	£671	£727	£1,134	£1,374	£1,693
Brent	£622	£590	£793	£724	£1,497
Bromley	£678	£645	£957	£785	£1,723
Camden	£402	£347	£629	£794	£723
City Of London	£114	£88	£91	£124	£230
Croydon	£851	£577	£883	£395	£1,873
Ealing	£416	£518	£724	£773	£1,272
Enfield	£855	£780	£1,030	£1,394	£1,744
Greenwich	£542	£570	£788	£621	£1,549
Hackney	£200	£195	£270	£275	£632
H & F	£1,494	£1,345	£1,083	£1,410	£1,442
Haringey	£380	£380	£525	£918	£683
Harrow	£490	£469	£784	£818	£1,161
Havering	£410	£321	£395	£546	£833
Hillingdon	£735	£587	£789	£1,200	£1,886
Hounslow	£425	£424	£556	£0	£0
Islington	£256	£249	£370	£485	£553
K & C	£131	£187	£178	£369	£416
Kingston	£256	£341	£450	£687	£852
Lambeth	£330	£310	£425	£550	£845
Lewisham	£250	£245	£340	£427	£554
Merton	£394	£414	£500	£697	£910
Newham	£600	£540	£787	£920	£1,320
Redbridge	£468	£431	£593	£481	£1,087
Richmond	£630	£645	£838	£969	£1,705
Southwark	£387	£350	£445	£546	£931
Sutton	£120	£120	£214	£229	£224
Tower Hamlets	£200	£476	£69	£455	£548
Waltham Forest	£475	£470	£691	£665	£987
Wandsworth	£220	£236	£309	£507	£529
Westminster	£605	£592	£790	£664	£1,609

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 7 DECEMBER 2015 AND AT FUTURE CABINET MEETINGS UNTIL APRIL 2016

The following is a list of Key Decisions which the Authority proposes to take at the above Cabinet meeting and future meetings. The list may change over the next few weeks. A further notice will be published no less than 5 working days before the date of the Cabinet meeting showing the final list of Key Decisions to be considered at that meeting.

KEY DECISIONS are those which are likely to result in one or more of the following:

- Any expenditure or savings which are significant (ie. in excess of £100,000) in relation to the Council's budget for the service function to which the decision relates;
- Anything affecting communities living or working in an area comprising two or more wards in the borough;
- Anything significantly affecting communities within one ward (where practicable);
- Anything affecting the budget and policy framework set by the Council.

The Key Decisions List will be updated and published on the Council's website on a monthly basis.

NB: Key Decisions will generally be taken by the Executive at the Cabinet.

If you have any queries on this Key Decisions List, please contact

Katia Richardson on 020 8753 2368 or by e-mail to katia.richardson@lbhf.gov.uk

Access to Cabinet reports and other relevant documents

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

Decisions

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

Making your Views Heard

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

LONDON BOROUGH OF HAMMERSMITH & FULHAM: CABINET 2015/16

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

Key Decisions List No. 38 (published 6 November 2015)

KEY DECISIONS LIST - CABINET ON 7 DECEMBER 2015

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>
7 December				
Cabinet	7 Dec 2015	<p>Fire Alarms and Emergency lighting & testing</p> <p>To give delegated authority to Award</p>	Cabinet Member for Housing	<p>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</p>
	Reason: Income more than £100,000		Ward(s): All Wards	
			Contact officer: Henrietta Jacobs Tel: 020 8753 3729 Henrietta.Jacobs@lbhf.gov.uk	
Cabinet	7 Dec 2015	<p>Community Asset Proposal</p> <p>Report seeking authority to secure and protect the use of properties for community use</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from 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>	Leader of the Council	<p>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</p>
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
			Contact officer: Sue Spiller Tel: 020 8753 2483 sue.spiller@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 (other relevant documents may be submitted)
Cabinet	7 Dec 2015	<p>British Red Cross Hospital to Home contract extension</p> <p>The hospital to home contract has been successfully delivering over the last 2 years across the three boroughs. This report invokes the option to extend for a further 2 years as per contract terms.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Cabinet Member for 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	7 Dec 2015	<p>Community Sexual Health Recommissioning - Approval to Proceed</p> <p>The report makes the case for approval to proceed to procurement for community sexual health services across Hammersmith and Fulham, Kensington and Chelsea and Westminster.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in</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	

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)
		maintaining the exemption outweighs the public interest in disclosing the information.		
Cabinet	7 Dec 2015 Reason: Expenditure more than £100,000	<p>Direct Award of Contract to Hestia for Provision of Domestic Violence Refuge Services</p> <p>Direct Award of a contract to Hestia for period 1 April 2016 to March 2018 for the provision of domestic violence refuge services</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Health and Adult Social Care</p> <p>Ward(s): All Wards</p> <p>Contact officer: Julia Copeland Tel: 0208 753 1203 julia.copeland@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	7 Dec 2015 Reason: Affects 2 or more wards	<p>School Meals shared services project</p> <p>The School Meals commissioning project is a shared services procurement to provide school meals across each of the following boroughs: the London Borough of Hammersmith and Fulham (LBHF), the Royal Borough of Kensington and Chelsea (RBKC) and Westminster City Council (WCC).</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the</p>	<p>Cabinet Member for Children and Education</p> <p>Ward(s): All Wards</p> <p>Contact officer: Hannah Lloyd, Labibun Nessa-O'Sullivan Tel: 07739 316605, Tel: 020 7641 3743 Hannah.Lloyd@rbkc.gov.uk, Lnessa-O'Sullivan@westminster.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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)
		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	7 Dec 2015 Reason: Affects 2 or more wards	<p>Road2010 Term Contract for London Road Condition Surveys</p> <p>This report seeks approval to award the Road2010 London Road Condition Survey Contracts</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Environment, Transport & Residents Services</p> <p>Ward(s): All Wards</p> <p>Contact officer: Charlie Kiely Charles.Kiely@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	7 Dec 2015 Reason: Affects 2 or more wards	<p>Recommendation of the Residents' Commission on Council Housing and outcome of the Strategic Housing Stock Options Appraisal</p> <p>Report to consider the recommendations of the Residents' Commission on Council Housing which was established to consider the best options for the future of social housing in the Borough.</p>	<p>Cabinet Member for Housing</p> <p>Ward(s): All Wards</p> <p>Contact officer: Charles Hyde Tel: 020 8753 6688 Charles.Hyde@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>)
Cabinet Full Council	7 Dec 2015 27 Jan 2016 Reason: Budg/pol framework	Libraries Future Delivery And Saving This report considers options to deliver Libraries service.	Cabinet Member for Environment, Transport & Residents Services Ward(s): All Wards Contact officer: Kerry Thomas Kerry.Thomas@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.
11 January 2016				
Cabinet	11 Jan 2016 Reason: Affects 2 or more wards	Corporate Strategy 2015-18 A new Corporate Plan for H&F, setting seven key priorities and new corporate objectives to deliver on over the next three years.	Leader of the Council Ward(s): All Wards Contact officer: Peter Smith Tel: 020 8753 peter.smith@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	11 Jan 2016 Reason: Expenditure more than £100,000	Homeless Supported Housing Contract Extensions Three homeless contracts expire on 31/3/16. A procurement exercise has commenced but may not have concluded when the current contracts expire. Therefore it is necessary to extend the current arrangements for a limited period.	Cabinet Member for Health and Adult Social Care Ward(s): All Wards Contact officer: Julia Copeland Tel: 0208 753 1203 julia.copeland@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	11 Jan 2016 Reason: Affects 2 or more wards	Hammersmith & Fulham Arts Strategy 2015 - 2022 Hammersmith and Fulham is home to a cutting edge and vibrant arts and culture scene. We want to grow our dynamic and diverse landscape so that the creativity, production and skills development	Cabinet Member for Economic Development and Regeneration Ward(s): All Wards Contact officer: Donna Pentelow	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

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 arts boosts our creative economy. In this paper we highlight the economic benefits of being a destination for the creative industries and the health and social benefits of participating in and creating art - from singing with dementia patients to offering diversionary activities for troubled teenagers. We also summarise our progress to date and set out our suggested actions and priorities for the future.	Tel: 020 8753 2358 donna.pentelow@lbhf.gov.uk	and / or background papers to be considered.
Cabinet	11 Jan 2016 Reason: Expenditure more than £100,000	Corporate Revenue Monitor 2015/16 Month 6 - September To report the forecast revenue outturn position as at end of September. To request budget virements.	Cabinet Member for Finance Ward(s): All Wards Contact officer: Gary Ironmonger, Hitesh Jolapara Tel: 020 8753 2109, Gary.Ironmonger@lbhf.gov.uk, hitesh.jolapara@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	11 Jan 2016 Reason: Expenditure more than £100,000	Call-off from the Framework Agreement for Information Technology and Communications Call-off from the Framework Agreement for Information Technology and Communications, data networks, telephony and unified communications from a new service provider 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	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 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)
		maintaining the exemption outweighs the public interest in disclosing the information.		
Cabinet	11 Jan 2016 Reason: Affects 2 or more wards	<p>Borough-wide 20 mph limit</p> <p>The report details;</p> <p>(i) evidence of the operation of 20 mph limits in the UK to date, (ii) the results of public consultation on a possible Borough-wide 20 mph limit in H & F, (iii) results of technical appraisals within H & F.</p> <p>The report will make a recommendation and will seek Cabinet approval on:</p> <p>a. whether to install a 20 mph speed limit Borough-wide (excepting Transport for London roads), or b. whether to install more 20 mph speed limits in the Borough excepting some Borough roads, or c. not to proceed with further 20 mph speed limits.</p>	<p>Cabinet Member for Environment, Transport & Residents Services</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Mahmood Siddiqi, Graham Burrell, Slobodan Vuckovic Tel: 020 8753 3019, , mahmood.siddiqi@lbhf.gov.uk, graham.burrell@lbhf.gov.uk, Slobodan.Vuckovic@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	11 Jan 2016 Reason: Expenditure more than £100,000	<p>Contract for Electronic Payment Services</p> <p>Retendering of payment services available via third party outlets (shops and Post Office branches) for residents paying council tax, housing rents, temporary accommodation and leaseholder services.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act</p>	<p>Cabinet Member for Finance</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Sue Evans Tel: 020 8753 1852 Sue.Evans@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>)
		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	11 Jan 2016	BID Renewal To inform the Cabinet of the intention of Hammersmith London's (HL) decision to ballot for renewal of its mandate within the Hammersmith town centre area, and to seek Council support for this Business Improvement District (BID) and the authority to take the necessary steps resulting from this decision.	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): Avonmore and Brook Green; Hammersmith Broadway Contact officer: Antonia Hollingsworth, George Neal Tel: 020 8753 1698, Antonia.Hollingsworth@lbhf.gov.uk, George.Neal@lbhf.gov.uk	
Cabinet	11 Jan 2016	Commissioning and Procurement Strategy for Speech and Language Therapy Services for Hammersmith and Fulham The report will set out recommendations for a joint commissioning approach with Health Services for Early Years, Education and Health. The paper will consider the procurement options and summarise the service model.	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 Contact officer: Sarah Bright Tel: 07770 702 347 sarah.bright@lbhf.gov.uk	
Cabinet	11 Jan 2016	Commissioning and Procurement Strategy for Children's Centre Services for Hammersmith and Fulham This report sets out and seeks approval for a strategy to extend and modify the existing Children's Centre contracts for 1 year.	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 Contact officer: Sarah Bright Tel: 07770 702 347 sarah.bright@lbhf.gov.uk	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
Cabinet	11 Jan 2016	Street Lighting LED Lantern Replacement Bulk replacement of highway street lights with LED lanterns to provide energy and carbon savings, reducing maintenance and capital budgets	Cabinet Member for Environment, Transport & Residents Services	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	11 Jan 2016	Commissioning the Local Healthwatch service The Health and Social Care Act 2012 requires a local Healthwatch service to be provided in each local authority area that has social care responsibilities. The existing contract comes to a close at the end of the 2015/16 financial year and this report seeks approval for a new contractual arrangement for 2016/17 and 2017/18, with an option to extend to 2018/19. 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 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	11 Jan 2016	Implementation Of Security On Mobile Devices Implement a security and support model on mobile devices	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
	Reason: Expenditure more than		Ward(s): All Wards	

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	£100,000	<p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Contact officer: Jackie Hudson Tel: 020 8753 2946 Jackie.Hudson@lbhf.gov.uk	will include details of any supporting documentation and / or background papers to be considered.
Cabinet Full Council	11 Jan 2016 27 Jan 2016 Reason: Budg/pol framework	<p>Local Council Tax Support Scheme</p> <p>Report recommending the council's council tax support scheme</p>	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 background papers to be considered.
Cabinet Full Council	11 Jan 2016 27 Jan 2016 Reason: Budg/pol framework	<p>Council Tax Base And Collection Rate 2016/2017</p> <p>This report calculates the Council Tax Base for 2016/17 and contains an estimate of the Council Tax Collection Rate</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 background papers to be considered.
Cabinet	11 Jan 2016 Reason: Expenditure more than	<p>Capital Programme Monitor & Budget Variations, 2015/16 (Second Quarter)</p> <p>This report provides a financial update on the Council's Capital</p>	Cabinet Member for Finance Ward(s): All Wards	A detailed report for this item will be available at least five working days before the date of the meeting and

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	£100,000	Programme and seeks approval for budget variations as at the end of the second quarter, 2015/16	Contact officer: Christopher Harris Tel: 020 8753 6440 Harris.Christopher@lbhf.gov.uk	will include details of any supporting documentation and / or background papers to be considered.
Cabinet	11 Jan 2016 Reason: Expenditure more than £100,000	<p>Banking Services Contract - Tender and Award Process</p> <p>The purpose of this report is to summarise the process for re-tendering the Council's Banking Contract and to obtain approval to delegate the decision of the eventual award to the Lead Member for Finance.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Finance</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Hitesh Jolapara hitesh.jolapara@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	11 Jan 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</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the</p>	<p>Cabinet Member for Environment, Transport & Residents Services</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <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.

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		financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		
8 February 2016				
Cabinet	8 Feb 2016	<p>Direct Award of a Contract for Provision of Older People's Floating Support to Notting Hill Housing</p> <p>Directly award a contract to Notting Hill Housing in order to extend the current floating support service for older people to March 2018</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Cabinet Member for 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	8 Feb 2016	<p>Corporate Planned Maintenance Programme 2016/2017</p> <p>Budget Approval</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it</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
	Reason: Expenditure more than £100,000		Ward(s): All Wards	

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		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.		papers to be considered.
Cabinet	8 Feb 2016 Reason: Affects 2 or more wards	Corporate Revenue Monitor Month 7 - October To report the forecast revenue outturn at end of October 2015. To request budget virements.	Cabinet Member for Finance Ward(s): All Wards Contact officer: Gary Ironmonger, Hitesh Jolapara Tel: 020 8753 2109, Gary.Ironmonger@lbhf.gov.uk, hitesh.jolapara@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet Full Council	8 Feb 2016 24 Feb 2016 Reason: Affects 2 or more wards	Revenue Budget and Council Tax Levels 2016/17 The 2016/17 revenue budget proposals are set out regarding: <ul style="list-style-type: none"> • Council tax levels • Savings and growth proposals • Changes to fees and charges • Budget risks, reserves and balances • Equalities Impact Assessments • Implementing the retail business rates relief scheme as proposed by the Government. 	Leader of the Council Ward(s): All Wards Contact officer: Elizabeth Nash Tel: Elizabeth.Nash@lbhf.gov.uk Elizabeth.Nash@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	8 Feb 2016 Reason: Expenditure more than	Contract award for provision of Vehicle Removal and Pound Service Permission for H&F to jointly award Lot 2 of RBKC's parking on-	Cabinet Member for Environment, Transport & Residents Services Ward(s): All Wards	A detailed report for this item will be available at least five working days before the date of the meeting and

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	£100,000	<p>street enforcement contract for the provision of vehicle removal and pound services.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Contact officer: David Taylor, Matt Caswell Tel: 020 8753 2708 david.taylor@lbhf.gov.uk, Matt.Caswell@lbhf.gov.uk	will include details of any supporting documentation and / or background papers to be considered.
Cabinet	<p>8 Feb 2016</p> <hr/> <p>Reason: Budg/pol framework</p>	<p>Serco Novation</p> <p>A request was received from Serco to novate the Waste, Recycling and Street Cleansing Services Contract to a new subsidiary following a decision to consolidate their core business. The Council's prior consent is required before any novation or assignment can take place.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Environment, Transport & Residents Services</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Kathy May Tel: 02073415616 kathy.may@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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Cabinet	8 Feb 2016	<p>Genitourinary Medicine (GUM) Transformation Programme</p> <p>Approval to proceed report for the commissioning of GUM services across London.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Cabinet Member for 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	
7 March 2016				
Cabinet	7 Mar 2016	<p>Corporate Revenue Monitor Month 8 - November</p> <p>To report the revenue outturn forecast as at the end of November. To request budget virements.</p>	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Cabinet	7 Mar 2016	<p>Award of a Contract for provision of a Contact Centre</p> <p>To approve recommendation(s) to award a contract to provide a Contact Centre post October 2016.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the</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	

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		financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		
Cabinet	7 Mar 2016 Reason: Expenditure more than £100,000	<p>Young People's Non-Clinical Sexual Health and Substance Misuse Services</p> <p>Approval to proceed to procurement for Young People's non-clinical Sexual Health and Substance Misuse Services.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Health and Adult Social Care</p> <p>Ward(s): All Wards</p> <p>Contact officer: Gaynor Driscoll Gaynor.Driscoll@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
11 April 2016				
Cabinet	11 Apr 2016 Reason: Affects 2 or more wards	<p>Corporate Revenue Monitor Month 9 - December</p> <p>To report the forecast outturn position as at the end of December. To request budget virements</p>	<p>Cabinet Member for Finance</p> <p>Ward(s): All Wards</p> <p>Contact officer: Gary Ironmonger, Hitesh Jolapara Tel: 020 8753 2109, Gary.Ironmonger@lbhf.gov.uk, hitesh.jolapara@lbhf.gov.uk</p>	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.

NOTICE OF CONSIDERATION OF AN ADDITIONAL KEY DECISION PROPOSED TO BE MADE BY CABINET ON 7 DECEMBER 2015 (published on 13 November 2015)

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.

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Cabinet	7 Dec 2015	Transforming the customer experience of the Housing Service The report proposes a programme of service improvement focussed on the customer. Officers have already undertaken preliminary work to scope the project and it is envisaged that this initial phase of work will be completed by the summer of 2016.	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: Mike England Tel: 020 8753 5344 mike.england@lbhf.gov.uk	