

# Cabinet

## Agenda

**MONDAY**  
**5 JULY 2021**  
**7.00 pm**

**MAIN HALL**  
**FIRST FLOOR**  
**3 SHORTLANDS**  
**LONDON W6 8DA**

Watch the meeting  
live on YouTube:  
[https://youtu.be/VP  
Sn54CDH6s](https://youtu.be/VP<br/>Sn54CDH6s)

**Date Issued**  
**25 June 2021**

### Membership

Councillor Stephen Cowan, Leader of the Council  
Councillor Sue Fennimore, Deputy Leader  
Councillor Larry Culhane, Cabinet Member for Children and Education  
Councillor Andrew Jones, Cabinet Member for the Economy  
Councillor Wesley Harcourt, Cabinet Member for the Environment  
Councillor Max Schmid, Cabinet Member for Finance and Commercial Services  
Councillor Ben Coleman, Cabinet Member for Health and Adult Social Care  
Councillor Lisa Homan, Cabinet Member for Housing  
Councillor Adam Connell, Cabinet Member for Public Services Reform  
Councillor Sharon Holder, Cabinet Member for Strategy

If you require further information relating to this agenda please contact:  
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Reports on the open Cabinet agenda are available on the Council's  
website: [www.lbhf.gov.uk/councillors-and-democracy](http://www.lbhf.gov.uk/councillors-and-democracy)

### PUBLIC NOTICE

The Cabinet hereby gives notice of its intention that it may want to hold part of this meeting in private to consider the exempt elements of items **4 & 8-11** 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.



### Shortlands

3 Shortlands,  
Hammersmith,  
London W6 8DA

-  **Closest Underground Station**  
Hammersmith
-  **Closest Bus Stop**  
Latymer Court (Stop G)

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If you need to attend in person, you can do so but spaces are limited due to social distancing measures. Please contact [katia.neale@lbhf.gov.uk](mailto:katia.neale@lbhf.gov.uk) and say which item you would like to attend for. Priority will be given to those who are participating in the meeting. Observers will be allocated seats on a first come first serve basis.

Members of the public who are attending a meeting for a specific purpose, rather than general observation, are encouraged to leave the meeting at the end of the item for which they are present.

### Before attending the meeting

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Even if you are not experiencing Coronavirus symptoms, you must take a lateral flow test in the 24 hours before attending the meeting. You can order lateral flow tests online or visit one of our testing centres:

<https://www.lbhf.gov.uk/coronavirus-covid-19/health-and-wellbeing-advice/covid-19-testing>

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### Attending the meeting

To make our buildings Covid-safe, it is important that you observe the rules and guidance on social distancing and hand washing. Face coverings must be worn at all times, unless you are speaking at the meeting (or you are exempt from doing so).

You must follow all the signage and measures that have been put in place. They are there to keep you and others safe. Security staff will be waiting in reception to direct members of the public to the meeting room.

### DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on item numbers **4-11** on this agenda using the Council's Deputation Request Form. The completed Form, to be sent to Kayode Adewumi at the above address, must be signed by at least ten registered electors of the Borough and will be subject to the Council's procedures on the receipt of deputations. **Deadline for receipt of deputation requests: Wednesday 30 June 2021.**

### COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Tuesday 6 July 2021**. Items on the agenda may be called in to the relevant Accountability Committee.

The deadline for receipt of call-in requests is: **Friday 9 July 2021 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 **Friday 9 July 2021**.

# Cabinet Agenda

5 July 2021

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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 Standards Committee.</p>	
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## **LOCAL GOVERNMENT ACT 1972 - ACCESS TO INFORMATION**

### **Proposed resolution:**

*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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# Agenda Item 1

London Borough of Hammersmith & Fulham

## Cabinet Minutes



**Tuesday 4 May 2021**

*NOTE: This meeting was held remotely. A recording of the meeting can be watched at on YouTube at: <https://www.youtube.com/watch?v=yX9hw-SaWhs>*

### **PRESENT**

Councillor Stephen Cowan, Leader of the Council  
Councillor Sue Fennimore, Deputy Leader  
Councillor Ben Coleman, Cabinet Member for Health and Adult Social Care  
Councillor Adam Connell, Cabinet Member for Public Services Reform  
Councillor Larry Culhane, Cabinet Member for Children and Education  
Councillor Wesley Harcourt, Cabinet Member for the Environment  
Councillor Andrew Jones, Cabinet Member for the Economy  
Councillor Lisa Homan, Cabinet Member for Housing  
Councillor Max Schmid, Cabinet Member for Finance and Commercial Services  
Councillor Sharon Holder, Cabinet Member for Strategy

### **INTRODUCTION**

The Leader welcomed Councillor Sharon Holder as the new Cabinet Member for Strategy and confirm the members of the Cabinet in attendance.

The Leader pointed out that this Cabinet meeting had been moved forward because the Government had not agreed to extend or replace the Provisions in the Coronavirus Act, permitting meetings of local authorities to be held remotely beyond 7 May 2021. Accordingly Cabinet meetings could no longer take place remotely and from next month they would be held in person. This would be a problem to councillors vulnerable to Coronavirus and every effort would be made to ensure their safety.

### **1. MINUTES OF THE CABINET MEETING HELD ON 19 APRIL 2021**

#### **RESOLVED:**

That the minutes of the meeting of the Cabinet held on 19 April 2021 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

### **2. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

### **3. DECLARATION OF INTERESTS**

There were no declarations of interest.

### **4. CLIMATE AND ECOLOGICAL EMERGENCY COMMISSION RECOMMENDATIONS**

The Leader stated that since 2014 the London Borough of Hammersmith & Fulham (LBHF) had asked residents and experts to carry out independent commissions to form policy ideas. He was grateful to those who dedicated their time on a voluntary basis to provide LBHF with support and guidance. In this instance the LBHF Resident-led Climate and Ecological Emergency Commission was setting out the findings and recommendations to protect the environment.

Councillor Wesley Harcourt stated that this report was prepared by members of the LBHF Resident-led Climate and Ecological Emergency Commission. It followed up from the Council decision in 2019 to declare a Climate and Ecological Emergency, aiming for the whole Borough to reach net zero-carbon emissions by the end of 2030, which was a very ambitious target. Local people looked at the areas that the Council needed to address and presented this well received report by the Community Safety and Environment Policy and Accountability Committee (CSEPAC) in March. He thanked all the Commission members for their work.

The Chair of the Commission, Paul Beaty-Pownall, highlighted the following four key deliverables and summarised the proposed actions for achieving a net zero borough by 2030:

1. Establishing a vision that encouraged change to a zero-carbon society
2. Communication and engagement with residents, and sharing information
3. Building local sources of knowledge
4. Creating an effective plan to net zero, starting with planting lots of trees in the immediate term, followed by generating local carbon-free energy supplies and lobbying the Government for change in the long term.

The Leader welcomed the report and added two years ago the Council had set up the Climate Change Unit to look into how the Council would rise to the climate change challenge. A commitment to responding to the Climate Emergency had become one of the Council's six core values and was now the responsibility of every Council's department.

Councillor Ben Coleman also thanked the work done by the Commission and the way it was presented. Particularly the focus on food/healthy eating and the positive impact of the traffic schemes in south Fulham, which reduced the overall volume of cars coming through the area by 75%.

Councillor Harcourt stressed that one of the comments received at CSEPAC was that the Council needed to change the culture of the entire borough

through an effective and sophisticated communications strategy to help deliver the recommendations in the report. The Council would need to prepare a robust communications plan which explained the necessary actions in order for residents to understand the climate change implications in all schemes being done by the Council.

Paul Beaty-Pownall stated that food was a very important point in relation to climate change. The Council could enable and facilitate access to quality, healthy food at a fair price. He added that Scarlett Knowles, the Youth Mayor, had joined the Commission and her role had been critical in coming up with solutions that would help implement positive changes for young people and the future generations.

The Leader added that it was important to engage with young people's views in terms of their vision for the world. He acknowledged that there was an emerging food poverty problem, and the Council would need to find a solution for a local source of quality and healthy food supply. The Leader concluded by thanking all the Commission members for their hard work towards the findings and recommendations on their report.

#### **NOTED UNANIMOUSLY BY CABINET:**

To note and comment on the recommendations on the findings of the LBHF Climate and Ecological Emergency Commission: Summary of findings, detailed in Appendix A.

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

As set out in the report.

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

As outlined in the report.

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

None.

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

None.

### **5. HOUSING STRATEGY 2021**

Councillor Lisa Homan stated that this was the overarching strategy of many other strategies resulting from it related to housing issues. This particular strategy included the Homebuy Allocations Scheme. She added that the Housing Strategy had five key strategic objectives for housing:

- Working with Residents to Meet Housing Needs,
- Safe, Sustainable Housing;
- Make H&F a Great Place to Live;
- Delivering More Homes for Residents; and
- Prevent Homelessness and End Rough Sleeping.

Councillor Lisa Homan added that many other housing related strategies were currently being updated.

**NOTED AND AGREED UNANIMOUSLY BY CABINET:**

1. To note the summary and analysis of responses to the Housing Strategy consultation process in the Housing Strategy Consultation Summary Report (Appendix C)
2. To note the Equality Impact Assessment (Appendix D)
3. To Adopt the:
  - a) Housing Strategy (Appendix A);
  - b) Homebuy Allocations Scheme (Appendix B),

**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.

**6. FORWARD PLAN OF KEY DECISIONS**

The Key Decision List was noted.

**7. DISCUSSION OF EXEMPT ELEMENTS (IF REQUIRED)**

There was no discussion of exempt elements.

Meeting started: 7.03 pm  
Meeting ended: 7.25 pm

Chair .....

# Agenda Item 4

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** Cabinet

**Date:** 05/07/2021

**Subject:** Restoration of Hammersmith Bridge

**Report of:** Councillor Stephen Cowan, Leader of the Council

**Report author:** Bram Kainth, Chief Officer for Public Realm

**Responsible Director:** Sharon Lea, Strategic Director for the Environment

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### SUMMARY

Hammersmith Bridge has been closed to all traffic, cyclists and pedestrians since 13 August 2020. Due to its design features and materials used, it is one of the capital's weakest bridges with significant weight restrictions applied during its later years of operation.

Owing to its closure and its state of repair, the Council must address the delivery of a repair and restoration project for Hammersmith Bridge ("**Project**"). This report sets out emerging possibilities for delivery entities and funding options available to the council with a preference identified. Hammersmith Bridge will continue to require long term on-going monitoring and maintenance. Any preferred option should satisfy this requirement.

On 1 June the government announced, via its Transport for London Settlement Letter it expected to draw up a memorandum of understanding (MoU) between the government, TfL and the Council to fund the reopening of the bridge conditional on:

- all parties agreeing the cost of the project
- each party to pay a share with the government not contributing more than a third
- that the independent Board responsible for the Case for Continued Safe Operation, reporting to the Council, will conduct a new assessment for controlled and limited reopening of the bridge to pedestrians, cyclists and river traffic.

### RECOMMENDATIONS

1. That Appendices 1 and 2 to this report are not for publication on the basis that they contain 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 as set out in paragraphs 3 and 5 of Schedule 12A of the Local Government Act 1972 (as amended).

2. That the Council further develops proposals for delivery model options as recommended in the report included at Appendix 2.
3. That the Council continues to explore the possibility of the establishment of a charitable trust and the potential for its involvement in delivery of the Project alongside other entities and funding options.
4. That the Cabinet agree that the recommended preferred option for the Project (subject to additional work required in respect of recommendations 2 and 3) at this stage is a long-term contract with a private sector counterparty for the design, restoration, operation and maintenance of Hammersmith Bridge.
5. That Cabinet agrees that a toll or road charging scheme should be developed in order to finance the Council's contribution to the restoration and future maintenance and notes that the approval of the Secretary of State is required for a toll and the approval of the Mayor of London for a road charging scheme.
6. That the Council enters into a Memorandum of Understanding (MoU) with TfL and the Department for Transport
7. That Cabinet delegates authority to the Strategic Director for the Environment in consultation with the Director of Finance to take all the necessary steps to pursue the options in 1-6.

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**Wards Affected:** All

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<b>Our Values</b>	<b>Summary of how this report aligns to the H&amp;F Values</b>
Building shared prosperity	Where achieved, establishing a long-term contract could potentially remove disproportionate direct financial liability from the residents of Hammersmith & Fulham.
Creating a compassionate council	The Council proposes to seek exemptions for its residents, disabled road users, emergency vehicles and other specified road users from paying a road user charge or toll.
Doing things with local residents, not to them	The Council will undertake a series of consultations with residents and all stakeholders regarding the use of a road charging or tolling funding proposal and the delivery of the Project in that context.
Being ruthlessly financially efficient	The approach proposed will be subject to rigorous analysis in line with HM

	Treasure “Green Book” appraisal. The Council will seek to ensure the optimum commercial arrangements for delivery of the Project and, as far as is possible, seek to transfer financial risk as from the Council and its residents to a third party.
Taking pride in H&F	Reopening the bridge, will restore an iconic, nationally significant heritage asset which is within the borough.
Rising to the challenge of the climate and ecological emergency	The proposed road charge/toll would encourage active, efficient and sustainable travel modes and reduce dependency on cars. Depending on the approach to tolling/charging, it will be necessary to demonstrate alignment with sustainable transport policies in the Mayor’s Transport Strategy.

## Financial Impact

The restoration of the bridge is expected to require a total investment of more than £100m (based on the latest available information but will be dependent on the preferred design that is selected in due course and the procurement and funding of that solution). In relation to its share of the costs of the project, the Council has proposed a road charge or toll to avoid the significant costs of restoration and ongoing maintenance of the bridge falling to local taxpayers and instead funded by those who benefit directly from its use.

There are different options for delivering the restoration project and the ongoing management and maintenance of the Bridge. Under any preferred option, the Council’s intention is that the restoration and future maintenance costs should be the responsibility of a body other than the Council, as far as it is possible to achieve this.

The Council considers that the Council’s costs of delivering the Project and the long-term maintenance of the Bridge could be met by the revenues raised by a road charge or toll. Initial modelling of viability of this funding approach has been undertaken as part of an Outline Financial Plan, which has been shared with the DfT. This is being further developed and work is being progressed with the DfT to develop the outline business case in line with the Green Book appraisal methodology. This will take into account the government’s latest funding proposals, the preferred engineering and design solution and respective costs.

As further detailed work on traffic modelling is completed and the legal mechanism for a toll or road charging is agreed and developed, the Council can undertake market engagement on financing options available to update the initial modelling and establish market appetite for the delivery arrangements that it proposes.



The Council will incur significant costs in developing the outline business case and in establishing the structures necessary for delivery of the Project. The Council is therefore seeking agreement with the DfT on funding upfront costs. Should DfT not agree to the funding of, or underwriting of these costs, in the event that a road charge/ toll does not have DfT support, then future decision reports will include the financial impact of the Council commissioning/ undertaking any further work, in line with the requirements of the Council's constitution.

## **Legal Implications**

It is anticipated that the procurement of a solution for the delivery of the refurbishment and/or ongoing management and maintenance is subject to the Public Contract Regulations 2015 as amended by the Public Contract (Amendment etc.)(EU Exit) Regulations 2020 (PCR). Alternatively, the Concession Contract Regulations 2016 (CCR) may apply in terms of the long-term solution to toll or apply a road charge on the bridge. It is expected that this will entail the operation of one or more competitive procurements.

Additional consultancy and design work will also be subject to the PCR as the work packages are likely to be above the relevant thresholds. It is likely that this work can be procured without the need for a full competition either by appointment as sub-contractors under an existing Council contract or by way of appointment under a framework. This would comply with the PCR and Contract Standing Orders.

The procurement of the long-term solution will be a public works contract under the PCR and substantially above the relevant threshold. If the strengthening and refurbishment works can be procured on their own then it is likely that this can be done by way of an appointment under a framework, which could be the Crown Commercial Services framework for construction services which includes a lot for works valued above £80 million. This would comply with the PCR and Contract Standing Orders and would represent a considerable saving in time and cost.

A contract which includes ongoing management and maintenance (including with a toll or road charge) is likely to need to be subject to a full procurement process under the PCR or CCR depending on the final delivery model. There is a choice of procurement procedures under the current rules; the competitive procedure with negotiation allows for negotiation of the submitted tenders and is likely to be the most suitable option in terms of the refurbishment works. In the context of the implementation of the final delivery model, further consideration is required.

If the works were procured by an independent body that was not "a body governed by public law" (essentially meaning a body financed or controlled by another public sector body) for the purposes of the PCR then it would not be bound to follow the procurement rules in these regulations.

The powers under consideration for the imposition of a toll or charge for the use of the Bridge include:

- The imposition of a road user charge pursuant to Section 295 and Schedule 23 to the Greater London Authority Act 1999, which would be made by the Council and confirmed by the Mayor of London;

- The imposition of a toll pursuant to a toll order and a special road scheme made under Section 6 of the New Roads and Street Works Act 1991 and section 16 Highways Act 1980 respectively, which would be made by the Council and confirmed by the Secretary of State for Transport; or
- A development consent order made under the Planning Act 2008, which would be the subject of a submission seeking a direction designating the proposals as a nationally significant infrastructure project and an application to the Secretary of State for Transport for such an order.

The analysis leading to the imposition of a toll or charge is contained in the exempt **Appendix 1**.

Regardless of the procedure adopted, the Council intends to undertake consultation with residents, users of Hammersmith Bridge and other stakeholders prior to or as part of the procedures applicable to each process.

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### **Contact Officers:**

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Verified by Emily Hill, Director of Finance

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Name: Howard Bassford (DLA Piper)  
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Name: John Sharland (Procurement legal comments)  
Position: Senior Solicitor (Contracts and Procurement)  
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**Background Papers Used in Preparing This Report - none**

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## DETAILED ANALYSIS

### Recent Developments and Announcements from Her Majesty's Government

1. On 1 June the government announced, via its Transport for London Settlement Letter it expected to draw up a memorandum of understanding (MoU) between the government, TfL and the Council to fund the reopening of the bridge conditional on:
  - all parties agreeing the cost of the project
  - each party to pay a share with the government not contributing more than a third
  - that the independent Board responsible for the Case for Continued Safe Operation, reporting to the Council, will conduct a new assessment for controlled and limited reopening of the bridge to pedestrians, cyclists and river traffic.
2. The original suggestion of the Council, TfL and the DfT each paying one-third of the total repair costs for Hammersmith Bridge was first raised by the Deputy Mayor of London at the Government Taskforce meeting in October 2020, without any consultation or agreement with the Council. This unprecedented figure is significantly greater than the 15 per cent financial contribution that any London borough usually pays towards the repair costs of bridges which they own. The remaining repair costs of the bridges have been funded by the DfT and TfL. A contribution by the Council of one-third of the total repair costs could place an unprecedented financial burden on approximately 90,000 households in the borough.
3. Before the announcement the Council and TfL were proposing a joint bid for government grant funding through the Levelling Up Fund, which will no longer be pursued.

### Proposals and Analysis of Options

4. There are several potential delivery models ("Delivery Model Options") for the restoration of Hammersmith Bridge. These are described in the exempt paper prepared by KPMG which is at **Appendix 2**. These Delivery Model Options have been initially considered with regard to a number of factors, derived from objectives which have been developed in discussion between officers and external advisers (Critical Success Factors or CSFs). These are:

HMT Green Book 'basic CSFs'	Hammersmith Bridge CSFs / sub-criteria	Description / assessment criteria
Potential Achievability	Financial viability	Ensuring the project is capable of being structured in a manner that is financially viable in the long-term and is supporting by sufficient funding and/or able to generate sufficient cash flows to cover the running costs and repay any financing used.
	Legal powers	Ensuring the project is capable of being structured in a manner that is legally deliverable under existing powers including any powers that can be obtained in the appropriate timescale e.g. through a DCO.
	Market appetite	Ensuring the project is capable of attracting sufficient market appetite for private sector input required (construction, maintenance, debt financing, equity investment as relevant) to ensure deliverability and drive competitive pricing.
Strategic fit and meets business needs	Minimising delivery time	The ability of the Project to beat required delivery timeframes, reduce risk of delays in delivery and in any event, be deliverable within the programmed timescales.
	Optimal long term governance	The future governance arrangements for the Project should support efficient and sustainable long-term operation and stewardship of the bridge for the benefit of local residents and wider users including arrangements for establishing and governing any user charging.
	Maintaining future operational flexibility	Allowing the Project to provide greater flexibility to implement changes to the assets or service requirements in line with future LBHF, TfL or DfT policy requirements in a straightforward and cost effective manner.
Potential Value for Money	On budget delivery	The ability of the Project to be delivered within, or as close as possible to, the budgeted cost at business case stage i.e. in a manner that removes or minimises the risk of cost overruns.
	Optimising risk transfer	The Project should support the optimal management of risks associated with the bridge restoration and future maintenance and operation and where appropriate should support the transfer of risks away from the public sector (and in particular LBHF as asset owner) subject to demonstration of deliverability and value for money.
	Minimising revenue risk and maximising asset availability	The ability of the Project to improve the resilience of the bridge, ensuring a standard of maintenance and operational reliability that minimises the periods of unavailability, particularly during periods of peak usage. Minimising disruption for residents and users and the loss of user charging revenue associated with unavailability.
	Optimising whole life cost and value of the asset	Designing, constructing and maintaining the asset to a consistently high standard in an efficient manner which minimises whole life cost and maximises the whole life value of the asset.
Potential Affordability	Affordability	Minimises funding or undertaking support required from the public sector and LBHF and LBHF residents in particular, during restoration and future operations.
	Minimising impact on delivery resources required	Minimising the impact on the existing public sector management and project delivery resources required to deliver the project and reducing the need for additional resources to be brought in.

5. It is important that the Delivery Model Options for the Project are fully evaluated and this analysis is to be found in **Appendix 2**.

## Recommendation on delivery models

6. Subject to further analysis to demonstrate financial and legal deliverability (detailed further below), the assessment of the Delivery Model Options detailed in Appendix 2 suggests that entering into a long-term contract with a private sector counterparty for the design, restoration, operation and maintenance of Hammersmith Bridge, either under a **Concession** or a **Design Build Finance Maintain (DBFM)** structure appears to demonstrate the best potential out of the models considered to deliver against the Council's objectives.
7. The key factors driving the assessment in favour of the Concession and the DBFM models include:
- Significant transfer of design, refurbishment, operation and maintenance risks over an extended period of time (30-50+) years away from the Council to a private sector counterparty that is qualified to effectively manage these;
  - Greater confidence of meeting or beating programme timescales for delivery and delivering within budget as result of strong financial incentives on the private sector counterparty to manage risk i.e. no revenue until reopening to traffic;
  - Optimising the whole life cost and value of the Bridge through appointing a private party that will have incentives to better integrate design and refurbishment works with future operations and maintenance;
  - Minimising the budgetary impact on the Council and the wider public sector by supporting the raising of third-party finance, potentially in a manner that is off-balance sheet for the Council; and

- Minimising the impact on public sector resources needed for the managing of refurbishment works contracts and oversight of future operations and maintenance of the Bridge as a result of passing long term responsibility for these activities to the private sector.
8. There are also some drawbacks to these options compared to the other Delivery Model Options considered including:
    - Concession and DBFM models will require additional due diligence, contractual structuring, market testing and potentially require a longer procurement timetable than traditional procurement. However, some of the additional time taken due could potentially be clawed back due to the additional incentives to complete quicker.
    - The Concession model requires passing at least some traffic and revenue risk to the market and this will require additional due diligence by potential bidders which may increase the risk of procurement failure in the event that the market cannot get comfortable with the revenue risk. This can to an extent be mitigated through market testing and more detailed traffic and revenue analysis commissioned by the Council.
  9. The above conclusions are preliminary and remain subject to ongoing work, particular around legal and financial deliverability, which may lead to certain options being ruled out or other changes to the analysis. Key ongoing and planned work that may impact the conclusions over time include:
    - Development of advice on available **legal options for tolling** and how these relate to a Concession or DBFM approach (see above and Annex 1, noting that either should be capable of being made to work in all tolling/charging scenarios, subject to retained risk for the Council)
    - Development of **traffic and revenue analysis** has been commissioned by the Council in consultation with DfT and TfL (noting this will be required to understand the potential revenue risk and to support analysis of compliance with the Mayor's Transportation Strategy)
    - Development of a **shadow financial model** to assess the financial viability of the options analysis
    - **Market testing** to gauge appetite for Concession and DBFM approaches in order to provide confidence on their deliverability.
  10. The paper attached as Appendix 2 recommends that a Concession and a DBFM approach are taken forward as the preliminary preferred approaches for further development and in particular to form the basis for the development of an Outline Commercial Strategy (OCS) and an Outline Procurement Strategy (OPS). Both the OCS and OPS should be subject to revision and refinement in light of the important ongoing work described above. It is intended the OCS and OPS will form the basis for the Outline Business Case Commercial Case.
  11. This report also recommends that work to develop the OCS should explore further the viability and desirability of transferring any future concession or DBFM contract to a charitable trust dedicated to the future repair and maintenance of the Bridge to reflect and safeguard its unique structure and heritage status.

## Recommendations on engineering strategy

12. There are a number of engineering solutions for stabilisation and strengthening works which are subject to detailed analysis to ensure the most appropriate option is taken. The outcome of the optioneering will form the basis of the financial “ask” in the business case and the capital requirement to be funded through toll/charge revenues.

## Recommended next steps

13. Following discussions between Council officers and DfT officials, it has been agreed that the approach to developing the Project should be documented in an Outline Business Case (OBC) under the Treasury’s five case business model as set out in the “Green Book”.
14. The proposed key workstreams, steps and decision points in developing the OBC are summarised below.
  - Strategic Case
    - Prepare the **Case for Change** based on the existing TfL Business Plan
  - Economic Case
    - Develop **Technical Solution Optioneering** providing a comprehensive technical, cost and benefits appraisal of the stabilisation and strengthening options considered leading to the selection of a preferred option. Stabilisation and strengthening options may be considered in separate reports
    - Develop **Traffic and Revenue** forecasts for a Base Case and a range of scenarios.
  - Commercial Case
    - Develop **Tolling Options Report** considering the legal and commercial implications of different approach to securing powers for user charging leading to a recommended approach
    - Develop an **Outline Commercial Strategy (OCS)** detailing the commercial model and risk matrix for the preferred delivery model(s) and reflecting legal advice on tolling, planning and required consents
    - Develop an **Outline Procurement Strategy (OPS)** detailed the proposed approach and timelines for procurement of necessary contracts reflecting applicable procurement legislation and regulations
    - Conduct **Market Engagement** to validate, evidence and refine the approaches and assumptions set out in the OCS and OPS
  - Financial Case
    - Develop **Shadow Financial Model** to assess the cashflow and affordability impact on all parties of the Project
    - Develop **Funding and Financing Plan** setting out the proposal for funding and financing costs and risks
    - Develop the **Accounting and Budgetary Impacts** for the Council (and if required, DfT)

- Management Case
  - Develop **Project Management and Governance Structure** including **RACI matrix**
  - Develop **Project Delivery Plan** and **Risk Register**

### **Stabilisation works – early implementation**

15. It is expected that the powers under consideration for the imposition of a toll or charge for the use of the Bridge will require 12-18 months to promote (in the case of Section 295 and Schedule 23 to the Greater London Authority Act 1999 and Section 6 of the New Roads and Street Works Act 1991 and section 16 Highways Act 1980 respectively) or 27 months (in the case of a development consent order made under the Planning Act 2008). Therefore, upfront funding will be required for the stabilisation works.
16. In carrying out the next steps set out above, it will also be necessary to consider whether to present shorter term stabilisation works as part of the main Project or separately as a discrete sub-project subject to its own OBC. This will depend upon the approach to funding that has to be applied.
17. If capital funding can be obtained for the stabilisation works (for example from DfT or TfL), then this may enable them to be justified and funded separately and early. However, if the stabilisation works rely upon funding by the proposed toll/road user charge then they will need to await the completion of the OBC for the entire project and the relevant legal mechanism in place. In the event that funding for stabilisation is not provided and early procurement is undertaken by the Council, any Council borrowing, could only be committed to with the comfort that a charge or toll could be imposed, or an indemnity required from the DfT or TfL in the event that revenues to meet borrowing costs cannot be raised by the charge or toll.

### **Reasons for Decision**

18. Hammersmith Bridge is a unique, Grade 2\* listed suspension structure which opened on 11 June 1887 and is classified by Historic England as being of “more than special interest”. The Bridge and the highway which passes over it was transferred to the London Borough of Hammersmith & Fulham as part of the reorganisation of London local authorities pursuant to the Local Government Act 1985.
19. A comprehensive structural integrity review of Hammersmith Bridge discovered unidentified corrosion and dangerous micro-fractures in the critical structural elements of the bridge, causing the Bridge to be at risk of catastrophic collapse.
20. On 10 April 2019, following the advice of the Board for the Case for the Continued Safe Operation of Hammersmith Bridge, the Bridge was immediately closed to all motor vehicle traffic on public safety grounds. On 19 August 2020, the Bridge was also closed to all pedestrians and cycles.

21. In the absence of funding of the restoration of the bridge by the Government, the preference from officers to the cabinet is for the refurbishment and future maintenance of the Bridge to be funded by a road charge or toll. Officers have worked with advisers to identify objectives that should form the basis for assessment of the means for delivery of the Project.
22. Officers have submitted the Outline Financial Plan to the Secretary of State. The Council is working with DfT officials to discuss commercial and tolling options which are being incorporated into an outline business case which will build upon the Outline Financial Plan. Comments are awaited from the Secretary of State on how road charging or tolling options can appropriately proceed. Further work will be required to develop the business case, which will include work on traffic modelling.
23. Emerging thinking on this is contained in **Appendix 1**.
24. The Council will commence wider market engagement on funding and governance options when this consideration has advanced further, taking account of the advice contained in **Appendix 2**.
25. The Council's preferred option of imposing tolls or charges would improve affordability of the Project by charging those that benefit from the use the Bridge rather than having to fund costs through local taxation.

### **Equality Implications**

26. As the proposal develops a full Equality Impact Assessment will be undertaken and updated throughout the project to include consideration of feedback from consultations.

### **Risk Management Implications**

27. Complex restoration schemes require rigorous planning and preparation and, should be delivered and documented an Outline Business Case (OBC) using the HM Treasury's five case business model as set out in the "Green Book". This is to ensure identification, allocation, assessment and ongoing review of key risks is undertaken in support of the concession and Design Build Finance Maintain (DBFM) models proposed in this report.

*Implications completed by Michael Sloniowski, Risk Manager Tel 020 8753 2587*

### **Climate and Ecological Emergency Implications**

28. Hammersmith Bridge is a key transport artery for the borough, carrying public transport and it is important that we reinstate this, and this objective is aligned with the terms of reference of the DfT Taskforce. The traffic that once used Hammersmith Bridge has moved to nearby bridges which were already at capacity before the Bridge closed, especially notable that pedestrian and cyclists that now have to travel by car over alternate bridges further worsening



the traffic. Air Quality issues have been displaced to the nearby bridges such as Putney and Wandsworth as these Bridges are seeing between 4,000 to 6,000 daily vehicle increases on post Hammersmith Bridge closure vehicle numbers.

*Implications verified by: Hinesh Mehta, Strategic Lead – Climate Emergency*

### **List of Appendices**

Exempt Appendix 1 – Tolling/Road User Charging paper (DLA Piper)

Exempt Appendix 2 – Delivery Models paper (KPMG)

# Agenda Item 5

## London Borough of Hammersmith & Fulham

**Report to:** Cabinet

**Date:** 05/07/2021

**Subject:** Investing in our Third Sector

**Report of:** Councillor Sue Fennimore, Deputy Leader

**Report author:** Katharina Herrmann, Programme lead

**Responsible Director:** Lisa Redfern, Strategic Director of Social Care

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### Summary

This report confirms the Council's gratitude for the immeasurable response of the borough's community and voluntary sector to the unprecedented challenges of the global Covid-19 pandemic. Groups, charities and organisations, whether large or small, funded or unfunded have worked mutually and tirelessly throughout the pandemic to provide frontline services and support to residents.

This report acknowledges the richness and effectiveness of the third sector's work in H&F and reaffirms the Council's strong commitment to continued significant investment in the local third sector. It sets out the process for continuous improvement and review in the Council's approach to funding in light of Covid-19 learning and the heightened need for resident-facing innovation and outcomes. It recognises the legacy of the Community Aid Network and Mutual Aid Groups who have galvanised communities and enhanced local initiatives during Covid-19. Both were created in response to the emergency but due to their success will form part of the network of support for our communities in the future.

Through the third sector investment fund (3SIF), H&F invests £3.3 million in improved outcomes in communities, such as commissioned advice and guidance services, grant funded projects across a range of themes, fast track small grants and support to the third sector itself to develop and excel. The report proposes an additional £50,000 a year to be allocated to small grants.

This investment has unlocked a further £9.7million of investment from other funders and £1.2 million value of volunteer hours.

This report seeks approval for funding renewal to boost local stability and investment in a period of reducing government funding and increasing demand on statutory services.

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## Recommendations

1. That Cabinet approves:
  - an annual 3SIF budget of £3,318,100 for two years (1 April 2021 to 31 March 2023)
  - funding renewal for projects set out in appendix 1 until 31 March 2023. Total value of these grant awards £2,153,838 per year.
  - the allocation of £160,000 per year for Fast Track small grants until 31 March 2023.
2. That Cabinet notes the continuation of the three Advice Forum contracts that run to 31 March 2028, at a value of £729,672 per year, and that these continue to offer critical services to residents.
3. That Cabinet approves the borough's subscription to the London Councils' Grants Programme, as agreed by London Councils' Leaders' Committee, at an annual value of £140,000.
4. That Cabinet agrees to delegate the decision to enter into, or, extend a grant agreement to the Strategic Director of Social Care, in consultation with the Deputy Leader, for the organisations listed in appendix 1; those awarded new infrastructure delivery agreements and successful fast track applicants.
5. That Cabinet agrees to delegate the decision to enter into new agreements, up to the total value of £134,590 per year, in 2021/22 and 2022/23, to the Strategic Director of Social Care, in consultation with the Deputy Leader for replacement projects where organisational change has taken place – to continue meeting outcomes.

**Wards Affected:** All

<b>Our Values</b>	<b>Summary of how this report aligns to the H&amp;F Values</b>
Building shared prosperity	Invests in local people employed by local third sector organisations and volunteers and a sector critical to building value in the community and enhancing shared prosperity.
Creating a compassionate council	Invests in community outcomes and a wide range of opportunities to help residents maintain their independence and build supportive networks.
Doing things with local residents, not to them	Locally focussed investment delivered with and for communities.
Being ruthlessly financially efficient	Investment in prevention and early interventions to avoid need for costly intervention too late to ensure best outcomes for residents.
Taking pride in H&F	Invests in community activities including arts and cultural projects and those enhancing green spaces.
Rising to the challenge of the climate and ecological	Invests in activities that enhance the environment including refreshed fast track funding outcomes.

emergency	Most volunteers engaged with the third sector do so close to home – reducing travel costs and impact.
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## Financial Impact

The third sector investment fund allocation is themed under six service areas, the table below is the figures as at 2020/21. The advice forum and the infrastructure support organisations allocations are included within the six themes.

<b>Service area</b>	<b>Total invested</b>
Improving health and adult social care provision	£483,000
Everything we do – delivering social inclusion	£779,672
Building a stronger local economy with more jobs for local people	£60,000
Ensuring a safer, cleaner borough	£293,000
Providing the best start for young people	£430,612
Empowering and enabling local communities	£837,226
<b>Sub-total</b>	<b>£2,883,510</b>
<b>Additional allocations</b>	
London Councils Grants Programme	£140,000
Fast Track Small Grants and coach voucher scheme	£160,000
Allocated for replacement projects	£134,590
<b>Sub-total</b>	<b>£434,590</b>
<b>Total</b>	<b>£3,318,100</b>

A detailed table showing the organisations who currently receive this funding and are recommended for a funding renewal is included as appendix 1 in the detailed analysis section of this report. The whole budget is shown for completeness and includes 10-year contracts to three organisations making up the advice forum, ending 31 March 2028. These were agreed by Cabinet on 5 February 2018. The London Council's Leaders' Committee will decide the London Councils' grants programme budget, a budgeted figure is provided in this report.

This third sector investment fund is made up of revenue funding and a commitment from the Public Health Outcomes Fund of £991,900. Officers have assessed that State Aid rules do not apply to these grants as not all four of the requisite elements apply, particularly none of the grants affect trade between member states.

This report recommends the approval of the third sector investment programme for the total sum of £3,318,100 per annum by entering into or renewing existing grant arrangements as follows:

	<b>Schemes</b>	<b>Proposed 2021-22</b>
I	Organisations listed in Appendix 1	£2,153,838
II	Advice Forum contracts – (10 year contracts 2018-2028)	£729,672
III	Fast track small grants	£160,000
IV	London Councils grant subscription	£140,000
V	Pipeline of replacement projects	£134,590
	<b>Total</b>	<b>£3,318,100</b>

The 2021/22 proposed budget for the third sector investment is £3,318,100 and the commitment in this report can be fully funded.

### Legal Implications

- The Council has the power to award funding under section 1 of the Localism Act 2011, which allows the Council to do anything that individuals generally may do, in particular, if it is carried out for the benefit of the Council, its area or persons resident or present within the borough.
- The Council must determine whether the grant payments would be considered a subsidy. Chapter 3 of Title XI of the Trade and Co-operation Agreement between the EU and UK ("the TCA") governs subsidy control. The provisions of the TCA have been incorporated into the EU (Future Relationship) Act 2020. Article 3.1. defines a subsidy as (1) a direct or contingent transfer of funds such as direct grants, loans or loan guarantee; (2) which confers an economic advantage on one or more economic actors; (3) is specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services; and (4) has, or could have, an effect on trade or investment between the UK and EU. All four tests must be met for a measure to amount to a subsidy. Although the first three tests appear to have been met, the activities being delivered by these organisations themselves, are not such that there is any cross-border interest in them and, on that basis, the assistance provided to the organisations listed in appendix 1 will not constitute a subsidy. However, if there were a successful challenge to the proposed arrangements on the grounds that the grants (or any part of it) provided by the Council constitute an unlawful subsidy; remedies include the suspension, prohibition or the requirement of action, the award of damages and recovery of the subsidy from the beneficiaries.
- A funding agreement should be prepared to govern the requirements surrounding the provision of grant payments and this can be agreed between the Council and the organisations listed in appendix 1. It may also be possible to extend some existing grant agreements.
- Conditional grants are not subject to the Public Contracts Regulations 2015 ("the PCR"), therefore provided the funding is properly classified as a grant rather than a services contract. It is open to the Council to agree the terms of this arrangement. It should be noted that to be classified as a grant there should not be an obligation on organisations to deliver any goods or services to the Council, (although any funds may be clawed back if the organisations do not use the grant for the purposes set out in the funding agreement or

otherwise comply with grant conditions). This is the Council's only remedy as the distinction between a funding agreement and a contract is that with a contract the Council can rely on the relevant enforcement mechanisms for breach of obligations and claim its losses as damages.

- If the funding agreement is held to not be the award of a grant, then it would be regarded as the award of a contract for the provision of services. The services set out in Appendix 1 all fall under the category of social and other specific services, Schedule 3 of the PCR. The threshold for such services is currently £663,540. Each proposed funding arrangement is below the current Procurement Threshold and therefore the PCR does not apply in full if this were to be regarded as a contract and there would be no obligation to undertake a competition exercise.
- This report also seeks approval for the decision to enter into the respective grant agreements with each organisation to the Strategic Director of Social Care in consultation with the Deputy Leader. This delegation is permitted under section 9E Local Government Act 2000, where Cabinet can delegate their functions to an officer requiring that the officer consult with the relevant Cabinet Member.
- The decision-maker needs to be satisfied based on the information in the report that the decisions are in the best interests of the Council.

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Verified by Andrew Lord – Head of Strategic Planning and Monitoring and Emily Hill, Director of Finance

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#### **DETAILED ANALYSIS**

##### **Third sector investment fund context**

1. The third sector is a key community partner in improving the health and wellbeing of residents and creating a more inclusive, prosperous, and resilient borough. The council is fully committed to supporting the third sector in Hammersmith & Fulham and understands the significant contribution that these

diverse services make to the social fabric of the borough. A strong relationship with the sector is a priority.

2. Despite significant budget pressures faced by the Council, the 3SIF level of investment has not diminished since September 2014. In 2020 funded organisations raised an additional £9.7million and attracted over £1.2 million value of volunteer hours. Without Council investment much of this match funding would not be possible. These successes are celebrated on our website link <https://www.lbhf.gov.uk/community/investment-community-groups-0>
3. Members may wish to note that many London boroughs invest less than £500,000 annually in direct grant aid to organisations, aside from their London Councils' grant contribution. Whilst H&F also significantly supports third sector commissioned services, there is strong recognition that sector's stability, sustainability and capacity to lever in external funding is critically underpinned by this 3SIF funding programme.
4. In October 2019, Cabinet approved a report setting out the future relationship between the Council and the third sector with a clear ambition to ensure a sustainable and resilient sector. The report expressed a clear commitment to work in partnership with the sector to jointly understand and agree how best we collectively meet the challenges. The key aim is to create a more sustainable and resilient sector over the long-term that is responsive to needs and delivers excellent services.

### **Responding to the Covid-19 pandemic**

5. The third sector has led the community response to Covid-19, particularly supporting H&F residents to meet their immediate wellbeing and support needs of food, Covid-safe contact and neighbourliness. This frontline support has reduced demand on the Council's own front door and lessons from social connectivity, physical and mental wellbeing support and individual resilience are fundamentally changing how services are delivered. This legacy and that of hyper local volunteering and borough level Community Aid Network have shown how volunteers can significantly enhance the way we work collaboratively with residents. The Conversation Matters initiative is a great example of this.
6. It is recognised that for too many residents social, and digital exclusion are major concerns and in the regular Voluntary & Community Sector Forum conference calls organisations have shared information about how to access digital kit and increased the 1:1 virtual support offer to help residents to get online. These innovations can inform future ways to deliver services. There are many examples of the success of this approach, for more detail see appendix 4.

### **Options appraisal**

	<b>Option</b>	<b>Analysis</b>
1	Renew funding for existing high performing projects/services	This is the preferred option as it affords continued investment in services with good track records. Enables the council and the third sector to continue to focus on Covid-19 response and recovery. It affords time for innovative provision to develop.
2	Review priorities for future investment in line with the end of	This is not a viable option whilst resources continue to focus on responses to Covid-19

	current funding commitments (March 2021) and advertise widely availability of funding and bidding round	in terms of timescales and capacity (both council officers and people working in third sector settings).
3	Consider alternative council investment priorities and/or levels of investment in grant funded projects	This is not the recommended option. H&F has consistently invested in the third sector to enable work with communities and better outcomes for our residents. Reducing this investment at this critical time would be detrimental for communities.
4	Do nothing and allow current agreements to end	This is not a viable option. Organisations currently funded through 3SIF would not be able to survive a sudden loss of income.

7. The proposed approach is to renew investment in the third sector at the same values to those agreed by Cabinet in 2018 from 1 April 2021 until 31 March 2023, to ensure continued support to residents benefitting from these projects – which we know have been a lifeline to many during the pandemic. Also to increase the investment in the fast track rapid response pot – this will enable even greater support to the smaller, grass roots organisations. Appendix 2 highlights those organisations that were supported through the fast track find in 2020/21.
8. Work has begun with the sector to develop an approach to our investment in, and collaboration with, the voluntary and community sector to enable it to grow, flourish and become more sustainable. We want to learn from our Covid-19 experience and ensure support to the voluntary sector brings about excellence and meets the needs of the sector at a time of change. This work started by looking at the infrastructure organisations – to set the foundation. A survey has been conducted – the findings of which will help to build the future model.
9. The outcomes sought from each grant funded project by theme are included at appendix 3 – these have been added to – reflecting new challenges and more difficult operating environments. These will be included in refreshed agreements with organisations. The council will work with residents and the third sector to develop the approach to future investment in grant funded community projects at the end of this renewal period. Initially this will be done using technology until such time as it is safe to conduct face to face exercises.





### **Reasons for Decision**

10. To ensure critical services delivered independently and effectively by third sector organisations steadily continue particularly in light of the need for robust resident-facing Covid-19 pandemic response and recovery. Renewing the funding end date from 31 March 2021 to 31 March 2023 will afford more time to consider the post Covid-19 new normal and innovative practice as well as enable the third sector to play a bigger role in coproducing future investment priorities.

### **Equality Implications**

11. This report recommends a renewal of grant funding arrangements for projects benefitting our residents in H&F. The initial investment was considered under the Equality Act 2010 and a further partial equality impact assessment has been undertaken in relation to the funding renewal. The Equality Impact assessment highlights a positive impact for age, disability, pregnancy, race and sex characteristics. The partial equalities impact assessment is at appendix 5.

### **Risk Management Implications**

12. The third sector provides an ongoing and considerable contribution to the community and the ongoing pandemic response and recovery. Funding is vital to continue this work in 2021 to 2023 and provides clarity for those organisations enabling them to plan effectively for future and developing needs. Agreement will need to be refreshed with organisations and the council will work with residents and the third sector to co-produce priorities and approach to future investment in grant funded community projects. All services must give regard to and comply with the HM Government, Health and Safety and sector Covid regulations and guidelines throughout the period of the Pandemic.
13. Implications verified by Michael Sloniowski, Risk Manager tel 020 8753 2587

### **Consultation**

14. Significant consultation and co-work is currently taking place with the infrastructure organisations and the sector as a whole, ie Sobus, Volunteer Centre and the Young Hammersmith & Fulham Foundation, to determine if changes are needed to their design, or the outcomes they achieve. This is to ensure the council's investment is targeted and effective in continuing to develop the vibrancy and sustainability of the sector. Following this, work will begin to consider outcomes sought from future grants programmes.

### **List of Appendices:**

- Appendix 1 – Table of services, current funding, and proposed funding
- Appendix 2 – Summary small grants allocations for 2020/21 - for information only
- Appendix 3 – Outcomes sought from investment
- Appendix 4 – Examples of collaborative working across the sector
- Appendix 5 – Partial equalities impact assessment

## Appendix 1 – H&F 3SIF INVESTMENT current funding, and proposed funding

Organisation	Service	2020/21 funding	Proposed 2021- 22 funding	Proposed 2022-23 funding	Total 2021-2023
Age UK Hammersmith & Fulham	<b>The Connect Project:</b> The service includes a lunch club café, IT training for older people, information and advice, a weekly programme of physical and mental activities, talks and workshops, befriending and other services, from shopping to light gardening. The service is provided with the help of volunteers and reaches over 1000 residents each year. It also attracts income from other sources to the borough.	£160,000	£160,000	£160,000	£320,000
Alzheimer's Society	<b>Dementia Support Worker &amp; DFC:</b> Provides support and information for people facing problems with dementia, and their carers. Includes a regular service for people with dementia living in the community and a Saturday dementia café.	£15,000	£15,000	£15,000	£30,000
Barnardo's (SEone Service)	<b>Pan London Child Sex Exploitation (CSE) Service:</b> The CSE, Missing and Trafficking Service, provides one-to-one work to children and young people; support and advice to parents and carers; training for professionals and advice and consultancy. The service remit was extended to all types of child exploitation in 2020.	£40,000	£40,000	£40,000	£80,000
Barons Court Project	<b>Barons Court Project:</b> Day centre for local people who are vulnerable to mental health problems and homelessness. Activities include advocacy, group support, one-to-one help, access to shower and laundry facilities, social events, meals, IT sessions and a life skills programme.	£45,000	£45,000	£45,000	£90,000
Bishop Creighton House	<b>Homeline:</b> A telephone befriending service including casework, home visiting, monthly lunches, Christmas parties and other social events for older people, also digital inclusion classes.	£65,000	£65,000	£65,000	£130,000
	<b>Care &amp; Repair and Safer Homes:</b> Service offers child & adult safety, security and fire safety check at people's homes, followed by small repairs and adjustments if needed, such as fitting smoke alarms. Focus on older people and vulnerable families with young children.	£50,000	£50,000	£50,000	£100,000

Organisation	Service	2020/21 funding	Proposed 2021- 22 funding	Proposed 2022-23 funding	Total 2021-2023
	<b>BCH Community Centre:</b> Funding supports the running of a community centre at BCH in Lillie Road, offering space to local groups to provide education, arts and crafts, health and wellbeing and other activities.	£19,000	£19,000	£19,000	£38,000
	<b>Keep Active:</b> 9-12-week support programme helping people to regain mobility following a fall and hospital stay. Use Tai Chi. Service works with trained volunteers.	£40,000	£40,000	£40,000	£80,000
Brunswick Club, The	<b>Brunswick Juniors:</b> Provides holiday activity schemes for up to 40 children a day. And twice weekly open access after school club for children years 2-6, primary.	£35,000	£35,000	£35,000	£70,000
deafPLUS	<b>Living with Hearing Loss:</b> Free courses and support to people experiencing hearing loss, helping them to manage their lives and relationships. The service includes home visits and outreach to day centres, sheltered housing and residential homes. Also offers workshops to other service providers.	£12,000	£12,000	£12,000	£24,000
Doorstep Library Network, The	<b>The Doorstep Library Network:</b> A home visiting library and reading support to low income families with children aged 1-12. Operate on several housing estates across the borough. Volunteers support children to improve their reading. The service also helps signposting families to services and information.	£32,000	£32,000	£32,000	£64,000
Fulham Good Neighbour Service	<b>Fulham Good Neighbour Service:</b> Practical neighbourly support to mostly older people in the Fulham area. Volunteers supported residents with befriending, DIY and gardening, transport, escorting and social events.	£45,000	£45,000	£45,000	£90,000
Groundwork London	<b>Greener Living, Better Places:</b> Funded to improve communal areas on estates and in public open spaces. This work included contributions from volunteers and benefits many residents across the whole borough. Also supports council with services provided in the borough, specific consultations on projects across the relevant	£45,000	£45,000	£45,000	£90,000

Organisation	Service	2020/21 funding	Proposed 2021- 22 funding	Proposed 2022-23 funding	Total 2021-2023
	estates and information, Advice and Guidance on healthy eating and community participation projects. They engage with residents across estates providing information and activities.				
H&F Foodbank	<b>Foodbank at Bloemfontein Road:</b> Using a voucher referral system, Foodbank provides emergency food parcels to residents in need. They also operate an advice service in co-operation with HF CAB, providing debt and other financial advice to people most in need. The organisation's services are in massive demand.	£50,000	£50,000	£50,000	£100,000
H&F Mencap	<b>H&amp;F Children's Services – Parentsactive:</b> A co-ordinator provides a network, forum, training and workshops for parents and carers of disabled children. HF Mencap also provides advocacy for these parents and carers.	£40,000	£40,000	£40,000	£80,000
	<b>Community Inclusion Project:</b> This service supports users with learning disabilities, autism or complex needs to access mainstream community facilities. Last year, 41 volunteers held social, educational, cultural and sporting activities supporting 112 residents. People with learning difficulties are trained as volunteers, boosting their confidence and self-esteem.	£20,000	£20,000	£20,000	£40,000
H&F Volunteer Centre	<b>HFVC Gateway Service:</b> Trains and supports volunteers, placing them with third sector organisations in the borough.	£97,000	£97,000	£97,000	£194,000
Homestart	<b>Local family visiting</b> pilot scheme run by Home-Start in partnership with H&F Foodbank in LBHF. Service for families with young children.	£29,000	£29,000	£29,000	£58,000
Hammersmith Community Gardens Association	<b>Growing Communities:</b> The service maintains and develops 4 sites in the North of the borough and also delivers community environmental events and training opportunities. The services works with volunteers, schools and residents.	£35,000	£35,000	£35,000	£70,000
London Sports Trust	<b>Game Plan:</b> Weekly sports sessions for children and young people held at 6 estates across the borough. Includes young people with learning disabilities or special educational needs, and some young	£35,000	£35,000	£35,000	£70,000

Organisation	Service	2020/21 funding	Proposed 2021- 22 funding	Proposed 2022-23 funding	Total 2021-2023
	people with those special needs volunteer.				
London Sports Trust	<b>The Play Partnership:</b> The service provides year-round play for children and young people in the White City and Wormholt area. This service was originally run by the White City Residents Association but transferred to Play Partnership by mutual consent.	£40,000	£40,000	£40,000	£80,000
Lyric Theatre	<b>Lyric Hammersmith:</b> A programme of theatre and creative activities for young people, including programmes targeting disadvantaged young people. Also free first night theatre tickets for people living or working in H&F, local schools and community groups.	£230,000	230,000	230,000	£460,000
Open Age	<b>Linked In and Active Programme:</b> This service supports older people who are isolated to access a wide range of activities.	£38,000	£38,000	£38,000	£76,000
Ray's Playhouse	<b>'It's all about me':</b> Creche and support sessions for parents and carers, offering advice and support on how prepare children for school and parents for future work and development. Last year, 5 volunteers supported 75 residents; this included safe guarding sessions on safety in the home.	£19,500	£19,500	£19,500	£39,000
Resurgo Trust	<b>SPEAR:</b> A year-long coaching programme for 16-24 year olds who are not in employment, training or education. Programme involves volunteers who help young people. The organisation raises substantial match funding, and around ¾ of the young people who complete the programme are in work, education or training one year later.	£60,000	£60,000	£60,000	£120,000
Safety Net People First (SNPF)	<b>Self Advocacy Project:</b> Funding supports a self-advocacy group run by and for disabled people, to improve access to services and training, support representatives at meetings and deliver disability awareness workshops. The organisations became independent of H&F Mencap in 2019.	£45,000	£45,000	£45,000	£90,000
Sand End	<b>Adventure Playground Service:</b> The service delivers the Adventure	£14,500	£14,500	£14,500	£29,000

Organisation	Service	2020/21 funding	Proposed 2021- 22 funding	Proposed 2022-23 funding	Total 2021-2023
Associated Project in Action	Project which provides a welcoming, stimulating and challenging environment for 8 to 13 year olds.				
Shepherds Bush Families Project & Children's Centre	<b>Shepherds Bush Families Project:</b> Support sessions for parents, children and young people who are homeless or living under housing stress (i.e. overcrowding). Drop in, after school club, and parent child relation sessions.	£35,000	£35,000	£35,000	£70,000
SOBUS	<b>SOBUS:</b> Provide capacity building services to third sector organisations across the borough. The organisation also runs the Dawes Road Hub, an important resource, offers support with funding applications, distributes information such as the Funding Newsletter and promotes social enterprise. In contact with over 500 local third sector organisations, helped by 25 volunteers.	£110,000	£110,000	£110,000	£220,000
The Sulgrave Club	<b>Youth Club:</b> This youth development and mentoring service aims to increase young people's engagement and participation, opening up opportunities as they move from school or college. Youth club sessions are delivered 3 times a week.	£16,000	£16,000	£16,000	£32,000
Urban Partnership Group	<b>Edward Woods Community Centre</b>	£115,660	£115,660	£115,660	£231,320
	<b>49 Brook Green</b>	£50,566	£50,566	£50,566	£101,132
	<b>Invest-at- Masbro:</b> This funding supports the Masbro Community Centre, providing a wide range of activities, volunteering opportunities for local people, and help with DBS check for 3 <sup>rd</sup> sector organisations.	£50,000	£50,000	£50,000	£100,000
	<b>Parents-at-Masbro:</b> A Positive Parenting and Strengthening Families, Strengthening Communities programme, offering support to parents, supported by volunteers.	£40,000	£40,000	£40,000	£80,000
	<b>Masbro Older People Access Service:</b> The service offers befriending, home support, social events and recreational activities to older people. Residents are supported by volunteers.	£43,000	£43,000	£43,000	£86,000

Organisation	Service	2020/21 funding	Proposed 2021- 22 funding	Proposed 2022-23 funding	Total 2021-2023
Urbanwise London	<b>Active Local Learning:</b> An active local learning service, enabling young people to learn about their environment by supporting schools. Includes local studies, outdoor learning, workshops to promote healthy living.	£11,612	£11,612	£11,612	£23,224
Violence against Women and Girls	<b>VAWG Services</b> are shared with Safer Communities Dept. This is part funding the VAWG co-ordination service and the VAWG Integrated Support Service, which provides support to victims.	£125,000	£125,000	£125,000	£250,000
Violence Intervention Project (VIP)	The service engages high risk young people, in co-ordination with Safer Communities' agenda, Police and Youth Offending Team. Support up to 25 people per year.	£38,000	£38,000	£38,000	£76,000
Westway Community Transport	<b>Community Transport Project:</b> Service provides subsidised community transport and training to local third sector organisations.	£30,000	£30,000	£30,000	£60,000
West London Action for Children	<b>Children and Parenting Programme:</b> The service offers counselling, individual and group therapy to children, families and in schools. Helps residents to improve their well-being and resilience.	£43,000	£43,000	£43,000	£86,000
(The) William Morris Society	<b>William Morris Society and Museum:</b> Creative and innovative events, outreach and educational programmes run for adults, families and schools. The organisation raises substantial amounts of funding from other sources.	£15,000	£15,000	£15,000	£30,000
Young H&F Foundation	<b>Young H&amp;F Foundation</b> will support collaborative working amongst local providers of children's and young people's services.	£75,000	£75,000	£75,000	£150,000
<b>Total proposed funding for grant extensions – subject to decision</b>			<b>£2,153,838</b>	<b>£2,153,838</b>	<b>£4,307,676</b>



## **Appendix 2 Fast track small grants allocations 2020/21 - for information only**

The fast track small grants and the coach voucher schemes operate all year-round offering funding up to a threshold of £10,000, but usually below £5,000. The scheme prioritises small and otherwise unfunded organisations. The table shows those funded in 2020/21

<b>Organisation</b>	<b>Purpose of the funding</b>	<b>Amount Awarded £</b>
Space Hive Ltd	Match projects that crowdfund through online crowdfunding platform Spacehive	20,000
London Community response Fund	Addressing Covid related applications to LCRF	10,000
Artists in Transit	Provide art activities and activity packs for children	2,000
Bassuah Legacy Foundation	Support single parents in White City area, preparing to set up a local charity shop	3,000
Fulham Symphony Orchestra	Funding supports a local performance that can be streamed online	2,500
Bubble, Squeak, Eat	Activities supporting healthy eating and living in Old Oak area	3,000
Funpact	Courses for parents and children	4,000
Hammersmith & Fulham Mind	Addressing needs of hoarders	3,000
Kulan Foundation Ltd	Funding supports a family learning project integrating elements of personal development and life skills for young BME people and their parents	3,000
Lunch Club+ For the Blind	Supports meals, transport and socialisation opportunities for residents with visual impairments.	3,000
M&C Foundation	Support exercise and physical activities for BME mothers and children	3,000
Nomad's Media Ltd	Supports courses in radio and media for young people of mostly (but not exclusively) Somali background	1,000
Open Age	Guided physical exercise outdoors for residents over 50	4,000
Original Club	Martial arts sessions for children and young people	3,000
Peabody Community Foundation	Supports people to use and ride bicycles	2,500

Rahrah Theatre Company	Performances for people in residential homes	3,000
SEAPIA (Sands End Associated Projects in Action)	Activities throughout the Easter holidays (1st-16 <sup>th</sup> April) for children in Sand's End	4,500
The Music House for Children Ltd	Supports musical activities and concerts for families	3,000
The Smile Brigade CIC	Food provision and distribution	6,000
This New Ground	Creative arts and leadership training programme for people with learning disabilities	3,500
West Fulham FC	Supports physical exercise, local football league	2,500
West London Welcome	Supports work with refugees, food and practical help settling	5,000
White City Youth Theatre	Supports the theatre project, access to inclusive activities and community cohesion	4,500
Woman's Trust	Support for survivors of domestic violence	4,000
Total		£103,000

### Appendix 3 - Outcomes sought from investment

<p><b>Improving health and adult social care provision</b></p> <ul style="list-style-type: none"> <li>• adult residents will sustain or improve their physical and/or mental wellbeing</li> <li>• isolated residents will have increased social connectedness as well as improved access and ability to use new technology</li> <li>• residents, particularly those living with Dementia will remain alert and active for as long as possible and develop their personal resilience to meet new challenges</li> <li>• residents from all backgrounds will be included in activities</li> <li>• the mental health needs of adults are better supported, particularly in the context of Covid-19.</li> </ul>	<p><b>Everything we do – delivering social inclusion</b></p> <ul style="list-style-type: none"> <li>• residents will be empowered to deal with issues and crises to prevent them escalating, through advice, Legal Advice (including self-help as a first step) and legal representation</li> <li>• residents facing, or at risk of food insecurity will be supported through any crisis period, and provided with appropriate support and tools to bring about long term food security, and knowledge about healthy eating</li> <li>• residents from all backgrounds, but particularly those at risk of social exclusion, will have equal access to the support they need.</li> </ul>
<p><b>Building a stronger local economy with more jobs for local people service area</b></p> <ul style="list-style-type: none"> <li>• reduce the number of long-term unemployed residents</li> <li>• ensure young people from all backgrounds have an opportunity to shape their future.</li> </ul>	<p><b>Ensuring a safer, cleaner borough</b></p> <ul style="list-style-type: none"> <li>• residents participate in community gardening activities and community spaces and parks are improved and better used as a result</li> <li>• residents will feel safer in the community and in their homes</li> <li>• residents and community organisations will have a better understanding of the climate emergency and how it can be addressed, including recycling, sustainability and how their actions impact the borough.</li> </ul>
<p><b>Providing the best start for young people</b></p> <ul style="list-style-type: none"> <li>• children &amp; young people will increase their levels of engagement and physical activity through youth active play and sports activities</li> <li>• young people will access a broad range of youth activities that enhance learning, creativity, and pathways to future employment</li> <li>• children and families have improved healthy lifestyles and emotional wellbeing to give them the best start in life</li> </ul>	<p><b>Empowering and enabling local communities</b></p> <ul style="list-style-type: none"> <li>• local 3rd sector groups are supported to work collaboratively, develop strong partnerships and rise to the current challenges facing our residents</li> <li>• increased volunteering opportunities, and improved volunteer recruitment and deployment – recognising the various forms of volunteering</li> <li>• local community centres are sustainable and well used, and provide community anchors for bringing communities from</li> </ul>

<ul style="list-style-type: none"> <li>the mental health needs of young people are better supported, particularly in context of the Covid-19 crisis.</li> </ul>	<p>different cultural backgrounds together to share experiences</p> <ul style="list-style-type: none"> <li>local groups will have access to low cost transport services which enable them to deliver their services</li> <li>increased opportunities for residents to participate in Arts &amp; Culture activities.</li> </ul>
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## Appendix 4 – examples of collaborative working

**Voluntary Sector Forum:** the whole of the voluntary and third sector was immediately recognised as being fundamental partners in our response to the pandemic – the Community Aid Network. From knowing their customers, having huge reach and capacity through drawing on volunteers, and being able to leverage in support and funding to combat the issues facing residents – which continue to evolve.

To harness, shape, and support that work Councillor Fennimore chaired regular meetings of the leaders of these organisations, big and small, formal and informal. Informal mutual aid groups (MAGs) sprang up as local people saw the needs of their neighbours in the face of the pandemic and reacted positively with practical and emotional help and support. The MAGs supported the work of the third sector through their hyper-local knowledge and ability to react with pace to emerging needs. The pace and adaptability of the response proved to be vital.

**Advice Forum:** the three organisations contracted to provide advice and guidance through 3SIF (Action on disability, Citizens Advice and the Law Centre) have actively brought together other agencies to create an advice forum. This includes other charities for example Crosslight, the Credit Union, and a number of council officers in housing and revenues and benefits. This helps to see trends, gaps and ensure residents are better supported.

In the initial lockdown Citizens Advice saw a markedly different case load, and demographic. Fewer older people, and fewer people from ethnic minorities. Many residents navigating the benefit system for the first time. This raised concerns about the likelihood credit card and catalogue debt, rent arrears, and other issues that were potentially being ignored due to the pandemic – which would emerge later, more seriously. The forum worked to ensure different communities understood that the services were still open and provided extra language support.

Through this forum the council's ethical debt principles and corporate approach to financial inclusion are supported.

**Food distribution:** supporting residents that were formally or informally shielding and as day centres and lunch clubs were closed many had their normal routine totally altered. The network of support to ensure people didn't go hungry included:

- MAGs and CAN volunteers began shopping for those that could cook and afford their regular groceries,
- The food bank moved to Olympia so it could upscale to accommodate huge increases in demand – 400%
- Somali community and Nubian Life began distributing culturally specific meals – particularly significant through Ramadan
- Community groups cooking and distributing hot, chilled and frozen parcels, eg Smile Brigade and UPG
- Children's services ensured all families with children on free school meals received vouchers.

The H&F Winter Wellbeing programme built on this and with the help of locally raised funds from residents and businesses over 300 hot Christmas lunches were delivered.

## Appendix 5 - H&F Equality Impact Analysis Tool

	<b>3SIF grant programme renewal</b>
<b>Timeline</b>	1 April 2021 – 31 March 2023
<b>Name and details of policy, strategy, programme</b>	Title of EIA: 3SIF grant renewal Through the third sector investment fund (3SIF), H&F invests in improved outcomes in communities, such as commissioned advice and guidance services, grant funded projects across a range of themes, fast track small grants and support to the third sector itself to develop.
<b>Lead</b>	Name: Lisa Henry, Strategic Commissioner, <a href="mailto:lisa.henry@lbhf.gov.uk">lisa.henry@lbhf.gov.uk</a> Tel No: 07584 522 952
<b>EIA Completion date</b>	21.01.21

<b>Partial EIA (renewal of grants programme)</b>				
<b>Analyse the impact of the programme</b>	<b>Protected characteristic</b>	<b>Analysis</b>	<b>Impact:</b> Positive, Negative, Neutral	
	Age	Programme included outcomes for dedicated age-specific activities including having the best start in life; improving health and adult social care and building a stronger economy.	Positive	
	Disability	All organisations receiving a grant commit to supporting residents irrespective of any disability. One of the themes for the programme is social inclusion and some projects include activity specifically for people living with a disability. For example, the accessible transport project.	Positive	
	Gender reassignment	This information would be known if appropriate to the project, whilst all funded services must treat all service beneficiaries fairly. No resident is prevented from accessing services or activities due to a gender reassignment.	Neutral	

	Marriage and Civil Partnership	This information is only collected where appropriate to the project and provided with their quarterly returns. No resident is prevented from accessing services or activities due to their marital status.	Neutral
	Pregnancy and maternity	The section of the programme is designed to give children a best start in life and help residents on their parenting journey. One project works with those who are pregnant and new parents to reduce their sense of isolation.	Positive
	Race	All organisations receiving a grant commit to supporting residents irrespective of their race, although some have worked to support particular parts of the community through the social inclusion theme - for example the collaborative work with organisations that work with Black, Asian and Minority communities looking at mental health and broader health inequalities.	Positive
	Religion/ belief	This information is collated where relevant for example if projects were specific to a particular festival or event, but residents would not be precluded from any activity as a result of their religion or belief.	Neutral
	Sex	Renewing of the grants programme would not impact on residents on the basis of their sex. The data shows some activities and projects are accessed more by males or females – this is in line with the original EIA produced when the grants programme was established. For example, the community safety projects supporting victims of sexual abuse are accessed by more females than males.	Positive
	Sexual orientation	This information is not recorded by organisations about their service users. But no resident would be unable to access any of the services or activities because of their sexual orientation. Where it were highlighted as a concern, appropriate equality monitoring would be put in place by a project.	Neutral
<b>Human Rights or Children's Rights</b> Will the decision 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			
<b>Analysis of relevant data</b> 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.			
<b>Documents and data reviewed</b>	Organisations submit quarterly monitoring – from this we know: <ul style="list-style-type: none"> <li>Approximately a third of residents using services in the improving health and adult social care theme identify as</li> </ul>		

	<p>having a disability.</p> <ul style="list-style-type: none"> <li>Of residents accessing projects under the providing the best start for young people theme 45% were of white origin and 55% were from other ethnic backgrounds.</li> </ul> <p>Any equality issues identified through the monitoring of these will be addressed directly with the organisation directly.</p>
<b>Consultation</b>	
	No additional consultation undertaken beyond regular forum meetings and monitoring meetings.
<b>Analysis of impact and outcomes</b>	
	The impact of the projects funded has been captured through the annual reporting and has highlighting significant activity for the benefit for H&F residents and a positive impact for people with the following protected characteristics: age, disability, pregnancy, race and sex. Reporting also highlights additional investment of £9.7million into the borough secured by organisations in receipt of 3SIFgrant funding from other funders. Funded organisations also highlight H&F has secured 1,2 million additional volunteer hours.
<b>Reducing any adverse impacts and recommendations</b>	
<b>Outcome of Analysis</b>	No adverse impact identified. All organisations having their grants renewed will be expected to meet targets in terms of supporting a specified cohort of residents, including those of different ages, gender, race, disability and location. Quarterly monitoring will ensure these targets are met and identify where remedial action needs to be taken.
<b>Agreement, publication and monitoring</b>	
<b>Key Decision Report (if relevant)</b>	<p>Date of report to Cabinet: May 2021</p> <p>Key equalities issues have been included: Yes</p>



## London Borough of Hammersmith & Fulham

**Report to:** Cabinet

**Date:** 05/07/2021

**Subject:** Ending Modern Slavery in Hammersmith & Fulham: Our Strategy for a Coordinated Community Response 2021-2026

**Report of:** Councillor Sue Fennimore, Deputy Leader

**Report author(s):** Lucy Bird, Projects and Commissioning Officer  
Annabel Moores, Victim Programmes Co-ordinator

**Responsible Director:** Sharon Lea, Strategic Director for the Environment

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### SUMMARY

This inaugural modern slavery strategy has been co-produced by partners across the borough, including survivors, residents, businesses, community groups and multi-agency professionals.

It outlines our Coordinated Community Response (CCR) to tackling modern slavery, which states that it is everyone's business to work together to end this crime. It sets out our four objectives to end modern slavery, which are: Victims Identified, Exploitation Prevented, Victims Supported, and Exploiters Brought to Justice. It also commits to a 5-year action plan setting out how the council will achieve these objectives.

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### RECOMMENDATIONS

1. That approval be given to the contents and publication of Ending Modern Slavery in Hammersmith & Fulham: Our Strategy for a Coordinated Community Response 2021-2026, attached as Appendix 1.
2. To note that once the Strategy has been approved an accessible version of the strategy will be developed to be published at the same time.

**Wards Affected:** All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The strategy recommends employers pay their staff London Living Wage and provide fair and safe working conditions. It also recommends employers require the same working conditions

<b>Our Values</b>	<b>Summary of how this report aligns to the H&amp;F Values</b>
	throughout their supply chain and to proactively investigate this. This will encourage shared prosperity for workers at all levels across H&F.
Creating a compassionate council	The strategy seeks to deliver an approach which is collaborative, coordinated, trauma-informed, intersectional, gender-informed, and above all puts survivor voices and specialist services as its heart.
Doing things with local residents, not to them	The modern slavery strategy is a co-produced document, which includes collaborative work with survivors of modern slavery, residents, representatives from community, voluntary and faith groups, as well as from local businesses and professionals across the borough.

## **Financial Impact**

The strategy was compiled and developed by the Community Safety Unit within the existing approved budgets for the Service. It is expected that the implementation of the strategy and action plan will also be managed within approved budgets. Should any actions require additional funding any investment will be the subject of a separate decision report and/ or considered as part of the annual budget setting process.

## **Legal Implications**

To comply with its obligations under the Council of Europe Convention on Action against Trafficking in Human Beings 2005 (ECAT) the UK set up the National Referral Mechanism ("NRM"). The Council as 'First Responder' has responsibilities to:

1. Identify potential victims of modern slavery and recognise the indicators of modern slavery
2. Gather information in order to understand what has happened to them
3. Refer victims into the NRM (in England and Wales this includes notifying the Home Office if an adult victim doesn't consent to being referred)
4. Provide a point of contact for the Single Competent Authority (SCA) to assist with the Reasonable and Conclusive Grounds decisions and to request a reconsideration where a first responder believes it is appropriate to do so

The Council also has statutory duties to recognise and protect victims of trafficking under the Modern Slavery Act 2015 and its Guidance issued by the Home Office in January 2021.

Adopting the strategy contributes to the fulfilment by the Council of these obligations.

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Verified by Emily Hill, Director of Finance

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Position: Chief Solicitor Social Care, Legal and Democratic Services  
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**Background Papers Used in Preparing This Report**

None

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**DETAILED ANALYSIS**

**Proposals and Analysis of Options**

**Modern Slavery in H&F**

1. H&F have been working closely with third sector organisations to identify the level of exploitation taking place in the borough. Stop the Traffik have identified 39 cases where the victim/survivor was either recruited or exploited in H&F between April 2019 – November 2020. In addition to this there will be a significant number of people living in the borough who were exploited elsewhere. This is reflected by MPS data which states that 172 modern slavery offences were submitted by first responder agencies in the borough between August 2019 – July 2020. This only accounts for the cases known to the partners who share data and therefore the actual numbers of cases are anticipated to be much higher.

**Co-production**

2. The H&F strategy has been co-produced by partners across the borough, including survivors, residents, businesses, community groups and multi-agency professionals. The consultations highlighted the need for the strategy to be accessible to everyone. As such, there is a guide at the start and guidance throughout highlighting how individuals, community groups, multi-agency professionals and wider society can play their part in ending modern slavery.

### **Coordinated Community Response**

3. The strategy outlines our Coordinated Community Response (CCR) to tackling modern slavery, which states that it is everyone's business to work together to end this crime. It sets out our four objectives to end modern slavery, which are:
  1. Victims Identified
  2. Exploitation Prevented
  3. Victims Supported
  4. Exploiters Brought to Justice.

### **Charter Against Modern Slavery**

4. The Council has already signed the Charter Against Modern Slavery, and the inaugural modern slavery strategy will set out a clear 5 year action plan which will enable us to achieve the objectives set out in the charter, as well as the objectives set out in the strategy.

### **Reasons for Decision**

5. The Council has statutory duties to recognise and protect victims of trafficking under the Modern Slavery Act 2015 and its Guidance issued by the Home Office in January 2021. Adopting the strategy contributes to the fulfilment by the Council of these obligations, as well as promoting and protecting adults and children's human rights and adults' workers' rights.

### **Equality Implications**

6. H&F Equality Impact Analysis Tool completed (Appendix 2)

### **Risk Management Implications**

7. The Council understands the risk that all forms of modern slavery pose both to its own residents and visitors and internationally through the global nature of modern supply chains. The Council is fully committed to using all avenues open to it to tackle modern slavery by using its statutory powers, its role as a public procurer and through utilising the strengths of all our partnerships with the Police, the NHS and other organisations and through wider awareness-raising.

*Implications verified/completed by: Mike Sloniowski, Risk manager, 020 8753 2587*

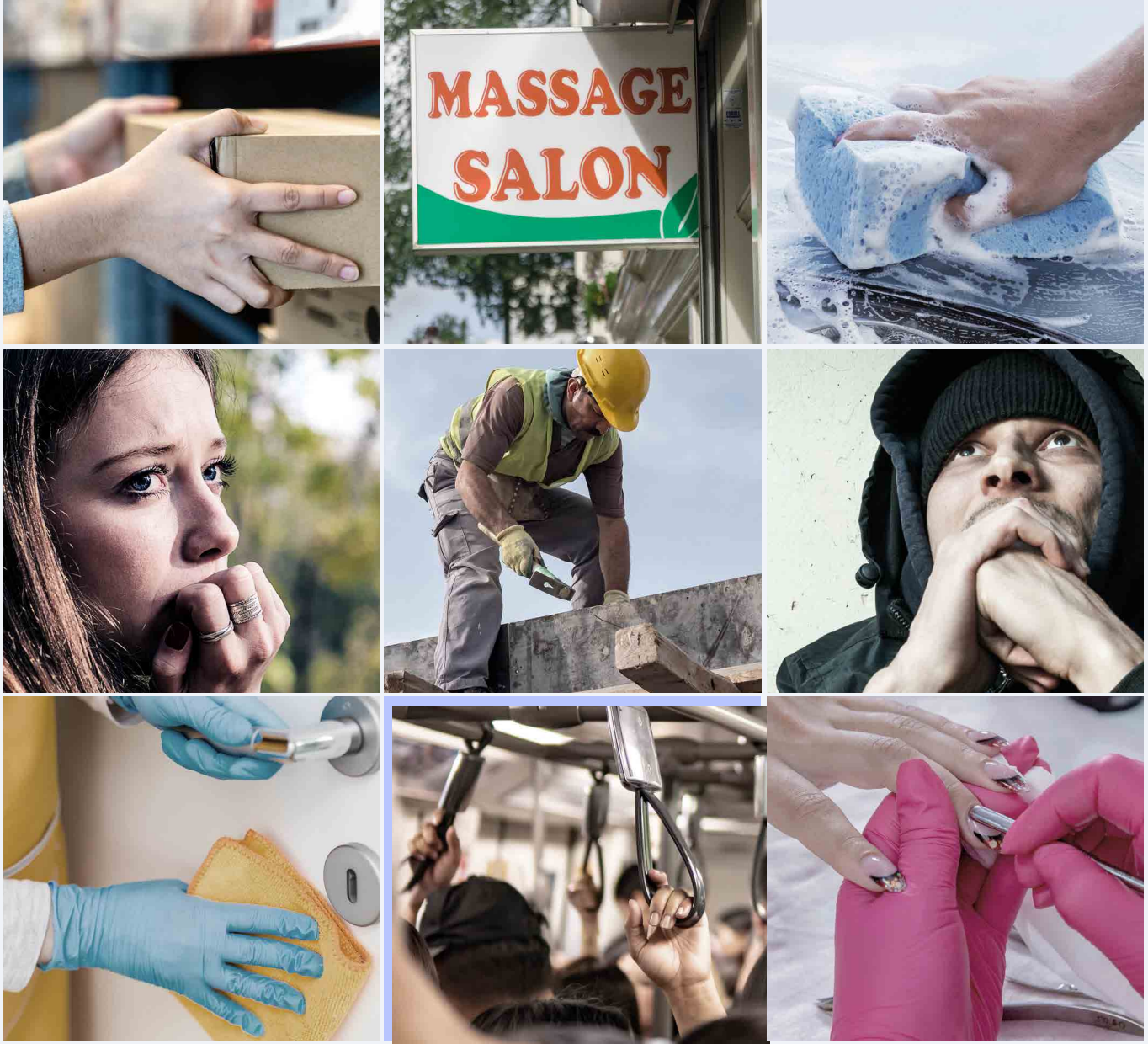
## **Consultation**

8. The modern slavery strategy is a co-produced document and as such, focus groups were held with a variety of agencies and drafts of the strategy shared at various stages. 18 survivors of modern slavery took part in focus groups and 1-1 interviews delivered by an independent, and survivor-led organisation Survivor Alliance. The focus groups were for participants confident in English and 1-1 interviews were held for survivors who required an interpreter. A total of 36 representatives from community, voluntary and faith groups participated in a training workshop and their views were obtained as part of this process. 14 representatives also took part in a focus group. 30 multi-agency professionals from the borough's Modern Slavery and Exploitation (MSE) Group participated in workshops, including Metropolitan Police, local NHS trusts and Non-Governmental Organisations. The council worked with Hammersmith Business Improvement District (BID) and Fulham BID to send a survey to businesses to give them an opportunity to participate. The council received over 100 responses to an online survey aimed at residents. Participant details are kept anonymous to protect individual's safety and to allow them to speak openly during the above consultations.

## **List of Appendices**

Appendix 1 – Ending Modern Slavery in Hammersmith & Fulham: Our Strategy for a Coordinated Community Response 2021-2026

Appendix 2 – H&F Equality Impact Analysis Tool



## Executive Summary

# Ending Modern Slavery in Hammersmith & Fulham

Our Strategy for a Coordinated Community Response 2021-2026

In Hammersmith & Fulham, compassion is at the heart of everything we do, and we are determined to play our part in eradicating modern slavery – whether it’s happening within our borough or elsewhere. To make sure we’re doing that, our inaugural modern slavery strategy has been co-produced by partners, including by survivors and residents. You can read the full [Modern Slavery Strategy](#).

## What you can do if you have concerns

Call the Modern Slavery Helpline for advice and support or to report suspicions.  
Phone: 0800 121 700.

For local services, visit:  
[www.angelou.org/human-trafficking](http://www.angelou.org/human-trafficking).

In an emergency call 999.

Learn the signs of modern slavery:  
[www.modernslaveryhelpline.org/about/spot-the-signs](http://www.modernslaveryhelpline.org/about/spot-the-signs)

## What is Modern Slavery?

Modern slavery is complex; but simply put, it describes a situation where someone is made to do something, and another person gains from this. It is deception or coercion for the purpose of exploitation. The purpose of exploitation may include forced labour, sexual exploitation, domestic servitude, criminal exploitation, forced/sham marriage and organ harvesting.

## The Local Picture

Metropolitan Police Service data states that 172 modern slavery offences were submitted by first responder agencies in Hammersmith & Fulham between August 2019 – July 2020. This only accounts for the cases known to the partners who share data and therefore the actual numbers of cases are anticipated to be much higher.

## Our Approach

Hammersmith & Fulham takes a Coordinated Community Response (CCR) to ending modern

slavery and asks everyone to take responsibility. The CCR requires us not only to respond appropriately within our own agencies, but also to work together with other organisations.

## Our Objectives

- Objective One: Victims identified** - Identifying people as victim/survivors of modern slavery is important in making sure they can access appropriate support.
- Objective Two: Exploitation prevented** - By investigating exploitation and empowering individuals to know and exercise their rights, we can prevent exploitation.
- Objective Three: Victims supported** - Victim/survivors of modern slavery can have a range of needs and our approach is both holistic and trauma-informed.
- Objective Four: Exploiters brought to justice** - Modern slavery is a crime and exploiters must be brought to justice to prevent them from exploiting others.

## Conclusion

Modern slavery is not inevitable. We have the power to prevent exploitation, bring exploiters to justice and ensure victim/survivors are identified and can access meaningful support. Only by working together can this be achieved. We look forward to working with you to deliver an approach which is collaborative, trauma-informed, intersectional, gender-informed, and above all puts survivor voices and specialist services as its heart.

## Need Support?

In an emergency, always call 999. If you come across anything suspicious or need support, contact the Modern Slavery Helpline, 08000 121 700 (open 24/7).

For local services, visit:  
[www.angelou.org/human-trafficking](http://www.angelou.org/human-trafficking)



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## Foreword

### from Deputy Leader Cllr Sue Fennimore

Modern slavery is one of the most widespread crimes in the world. These crimes are abhorrent, but to make things worse, they can often be happening all around us, in our communities, and right under our noses. In Hammersmith & Fulham, compassion is at the heart of everything we do, and we are determined to play our part in eradicating modern slavery – whether it's happening within our borough or elsewhere. To make sure we're doing that, our inaugural modern slavery strategy has been co-produced by partners, including by survivors and residents. The strategy recognises that it is everyone's responsibility to tackle modern slavery. By working together, we can all play our part in preventing exploitation, bringing exploiters to justice, ensuring the best support for survivors, and eradicating modern slavery in Hammersmith & Fulham.



Cllr Sue Fennimore  
Deputy Leader Hammersmith & Fulham Council



# Introduction



Hammersmith & Fulham is fully committed to ending modern slavery. Modern slavery is complex; but simply put, it describes a situation where someone is made to do something, and another person gains from this. It is deception or coercion for the purpose of exploitation. To demonstrate our commitment we have signed the '[Charter Against Modern Slavery](#)' which recognises our responsibilities relating to human rights and modern slavery. Like all modern businesses, when we're buying goods and services, we have a moral responsibility to ensure that the services and suppliers we are using are not involved in exploiting vulnerable people. Through the charter we have committed to training our team members to identify modern slavery, taking action with suppliers where there are concerns, and raising awareness of modern slavery within our community so we can all make informed, ethical and legal choices. What we do individually and collectively matters.

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Resident  
Visitor  
General public

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Community and voluntary organisations  
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## Society

Local, national and international law and policy makers

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Hammersmith & Fulham is a compassionate council. We are committed to investigating exploitation which occurs both locally and internationally. Metropolitan Police Service data states that 172 modern slavery offences were submitted by first responder agencies in Hammersmith & Fulham between August 2019 – July 2020. This only accounts for the cases known to the partners who share data and therefore the actual numbers of cases are anticipated to be much higher.

This Modern Slavery Strategy sets out our objectives for the next five years and how we will achieve them. We recognise that some people are disproportionately at risk of exploitation and/or have limited access to resources. Exploiters take advantage of these vulnerabilities. We will regularly review the Modern Slavery Strategy in line with our Equalities Strategy and Social Value Strategy to ensure we remove barriers to inclusion and inequalities that persist in our communities.

According to government data (NOMIS), 3.6% of the borough's population are claiming out of work benefits, higher than the London average of 3%. Unemployment in the borough impacts some members of our community more than others, such as disabled people, those with Special Educational Needs (SEN), the long-term unemployed, those with mental and physical health conditions, care leavers, young people engaged with or at risk of engagement with the criminal justice system and those from some of our Black, Asian and minority ethnic (BAME) communities. The Social Value Strategy sets out how we will procure services to ensure that our contractors play a crucial role in supporting the development of their workforce. With the support of our suppliers, we will create more employment and skills related support for these priority groups and in doing so reduce their vulnerability to exploitation.

We will review our Modern Slavery strategy and action plan on an annual basis to ensure it is consistently relevant and incorporates what we've learned in the previous year. We will proactively work alongside local communities, business and

partner agencies to raise awareness of modern slavery including how to spot the signs and where to report concerns. We will ensure that we are working together to: identify and support victim/survivors including young people at risk through gang affiliation and child sexual exploitation; provide holistic trauma informed support; and ensure that exploiters are brought to justice.

Our approach will be collaborative and intersectional, putting survivor voices and specialist services at its heart. This strategy and our commitment to ending modern slavery is ongoing, it doesn't end until modern slavery ends.

When this document speaks of 'we' or 'our', it is referring to all partners, present and future, who wish to be involved in this response. We hope it is a useful guide for setting out our vision for ending modern slavery and how we can work together to achieve this. The H&F strategy has been co-produced by partners across the borough, including survivors, residents, businesses, community groups and multi-agency professionals. The consultations highlighted the need for the strategy to be accessible to everyone. As such, there is a guide at the start and guidance throughout highlighting how individuals, community groups, multi-agency professionals and wider society can play their part in ending modern slavery. Participant details are kept anonymous to protect individual's safety and to allow them to speak openly during the above consultations. Stop the Traffik was a key partner in all consultations and in developing this strategy.

# 1. What is Modern Slavery?

## 1.1 Definitions

Modern slavery is complex; but simply put, it describes a situation where someone is made to do something and another person gains from this.

**It is deception or coercion - for the purpose of exploitation.**

Deception or coercion	for the purpose of exploitation.
<p>Deception or coercion may include threats, debt bondage and abuse of power or vulnerability.</p> <p>For anyone under the age of 18, the abuse of vulnerability is automatically present.</p>	<p>The purpose of exploitation may include the following:</p> <ul style="list-style-type: none"> <li>• <b>forced labour:</b> being made to work for little or no money</li> <li>• <b>sexual exploitation:</b> being coerced or forced into selling sex</li> <li>• <b>domestic servitude:</b> being made to work within a home environment for little or no pay</li> <li>• <b>criminal exploitation:</b> being forced to break the law for someone else (i.e. begging, selling drugs)</li> <li>• <b>forced/sham marriage:</b> being made to marry someone you don't want to marry</li> <li>• <b>organ harvesting:</b> organs being removed for financial gain</li> </ul>

Modern slavery can affect anybody of any age, gender or ethnicity. It is often hidden in plain sight, making it hard to recognise victims/survivors. People are often unable to escape because of fear for their own lives or for the lives of their family, or because they don't know who to turn to or who to trust.

## 1.2 What are the causes of modern slavery?

Modern slavery is caused by someone taking control of another person. Poverty, abuse and conflict can make people more vulnerable to being controlled as these factors may lead to precarious journeys, seeking asylum, homelessness, substance misuse, domestic abuse and mental ill health. Exploiters take advantage of these vulnerabilities, often offering victims a way out of their situation that's too hard to refuse.

Anyone can be an exploiter, and in most cases, money, greed and power are the drivers. However, there are also cases where people become exploiters to avoid – or because they are – being exploited themselves. Exploiters may act alone or be part of an organised crime gang. Businesses can also exploit individuals too.

## 1.3 Context of modern slavery

In some cases, modern slavery may cross over with other forms of abuse such as child abuse and gender-based violence. Bearing this in mind may be useful when thinking about the support options available for survivors – especially ensuring the safeguarding of children – and when considering laws that could be used to bring exploiters to justice. It can also be useful when thinking about power dynamics between exploiters and victim/survivors and ensuring this is not replicated by different agencies who are trying to help.



When working with survivors of any form of abuse, it's important to keep in mind the whole picture and recognise that minoritised groups may face additional barriers.<sup>1</sup> For example, someone's race, class, gender, disability or sexuality can make it harder to leave a situation of exploitation due to fear of stigma and the response they may receive. Seeing someone as a whole person and responding to their diverse needs is called Intersectionality.<sup>2</sup> Responses should be tailored to an individual's needs as a whole person, rather than solely as a victim/survivor of exploitation.

### Example

John is told by a recruitment agency that he's going to be working 40 hours a week for a building company and paid minimum wage. If this turns out not to be true, **John has been deceived**. It might be hard for John to leave this situation as his family might be threatened or he may be told to pay off his recruitment fees first...

...John works 7 days a week on construction sites. He works long hours without a break. The money he earns goes into the agency's bank account and he is only given money to buy cigarettes. He is being exploited in forced labour and doesn't see a way out.

### Is modern slavery modern?

Slavery has existed for thousands of years. The transatlantic slave trade resulted in the transportation and exploitation of millions of black people between the 15th and 19th centuries. Slavery was legal at the time which meant that exploiters had the law on their side. Its impact continues today, through racism, discrimination and the development of countries affected by the trade.

What we refer to as modern slavery is illegal and is therefore less visible. Exploiters prey on vulnerability and can be prosecuted for their actions.

We can educate about slavery in the past whilst raising awareness that different forms of modern slavery persist today.<sup>3</sup>

The Modern Slavery Act gives law enforcement the tools to fight modern slavery, ensure perpetrators can receive suitably severe sentences for these appalling crimes and enhance support and protection for victims. H&F are committed to working alongside all our partners including our criminal justice partners to ensure victims are identified and supported and exploiters are brought to justice.

<sup>1</sup> Minoritised is a term used by Imkaan which describes communities who are subjected to intersectional oppression.

<sup>2</sup> Kimberlé Crenshaw, 1989

<sup>3</sup> Anti-Slavery International, Slavery Past and Present, 2017

## 2. The Local and National Picture

### The Local Picture

Hammersmith & Fulham have been working closely with third sector organisations to identify the level of exploitation taking place in the borough.

STOP THE TRAFFIK have identified 39 cases where the victim/survivor was either recruited or exploited in Hammersmith & Fulham between April 2019 – November 2020.<sup>1</sup> In addition to this there will be a significant number of people living in the borough who were exploited elsewhere. As the STOP THE TRAFFIK data only accounts for the cases known to the partners who share data, the actual numbers of cases are anticipated to be much higher.

This is reflected by Metropolitan Police Service (MPS) data which states that 172 modern slavery offences were submitted by first responder agencies in the borough between August 2019 – July 2020. Whilst the offences were recorded in Hammersmith & Fulham it does not mean that the exploitation took place in the borough, however, it shows the level of need for victim/survivor support for people living in the borough.

The National Referral Mechanism (NRM) also records referrals that were made in Hammersmith & Fulham where the exploitation did not necessarily occur in the borough. 55 referrals were made to the NRM by Hammersmith & Fulham between January 2018 and September 2020. You can see a breakdown of the referrals in the table:

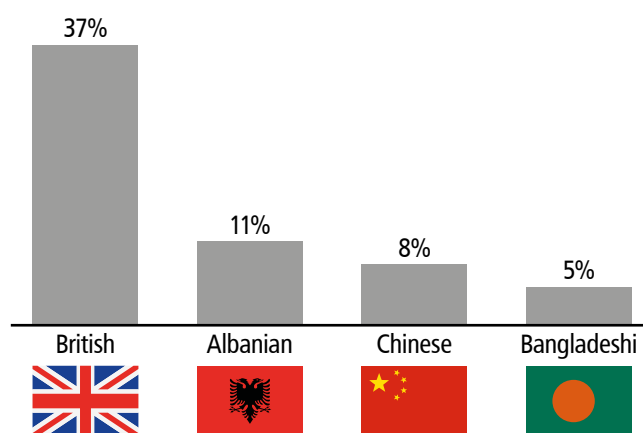
### The National Referrals

2018 January - December	Total Adults	Total Children	
H&F NRM Referrals	0	16	
2019 January - December	Total Adults	Total Children	
H&F NRM Referrals	4	21	
2020 January - September	Total Adults	Total Children	
H&F NRM Referrals	3	11	
2020 October - December	Total Adults	Total Children	Not Specified
H&F NRM Referrals	0	6	2

Each of these agencies records data differently, and over different periods of time, which makes it difficult to directly compare data. Referrals may be made to one agency and not to another, which again makes it difficult to directly compare data.

As the STOP THE TRAFFIK data only records cases where the victim/survivor was either recruited or exploited in Hammersmith & Fulham it arguably gives us the best indication of exploitation occurring in the borough. Here is a snapshot of the 39 cases recorded by Stop the Traffik where survivors are known to have been recruited or exploited in Hammersmith & Fulham:

**Figure 1: Top 4 survivor nationalities**

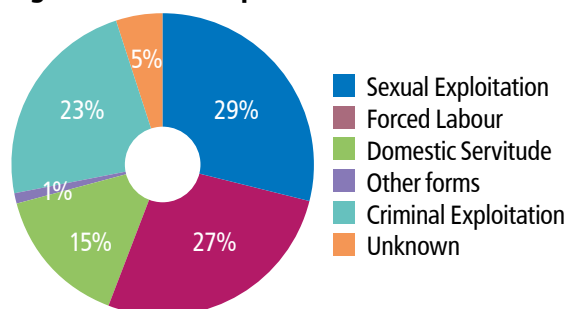


<sup>1</sup> STOP THE TRAFFIK is a charity founded in 2006 as a campaigning coalition to bring an end to human trafficking worldwide

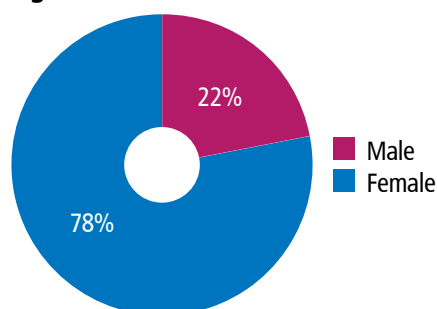


34% of survivors were 12-17 years old. As part of our 5-year strategy we aim to develop Child Exploitation Practice Guidance alongside partners, to be launched by March 2022.

**Figure 2: Forms of Exploitation**



**Figure 3: Survivor Gender**



**Face-to-face false job promise** was the most common recruitment method

**False job promise and physical abuse** were the most common control methods used

At Hammersmith & Fulham we are committed to improving how we collate and share data with partners so that we can accurately identify victims and survivors and understand the needs that are specific to people being exploited in the borough. This is an integral part of our action plan. We need your help to do this. If you have information you can share to build the picture of modern slavery in the boroughs, please contact [info@stopthetraffik.org](mailto:info@stopthetraffik.org)

## The National Picture

The scale of modern slavery in the UK is significant. Modern slavery crimes are being committed across the country and there has been year on year increases in the number of victims identified.

There were 5,144 modern slavery offences recorded by the police in England and Wales in the year ending March 2019, an increase of 51% from the previous year.

10,627 potential victims of modern slavery were referred into the National Referral Mechanism (NRM) in 2019. A 52% increase from 2018 when 6,986 victims were identified by the NRM. The most common nationality of all referrals to the NRM in 2019 was UK nationals, accounting for 27% (2,836) of all potential victims. The second most commonly referred nationality was Albanian (1,705 referrals) followed by Vietnamese nationals (887 referrals). Just over half of the referrals were for individuals who were potentially exploited as adults, whilst 43% were for potential victims who were exploited as minors.

The increase in reported police offences and NRM referrals is largely driven by the continued rise in identification of potential victims exploited in UK as opposed to abroad.

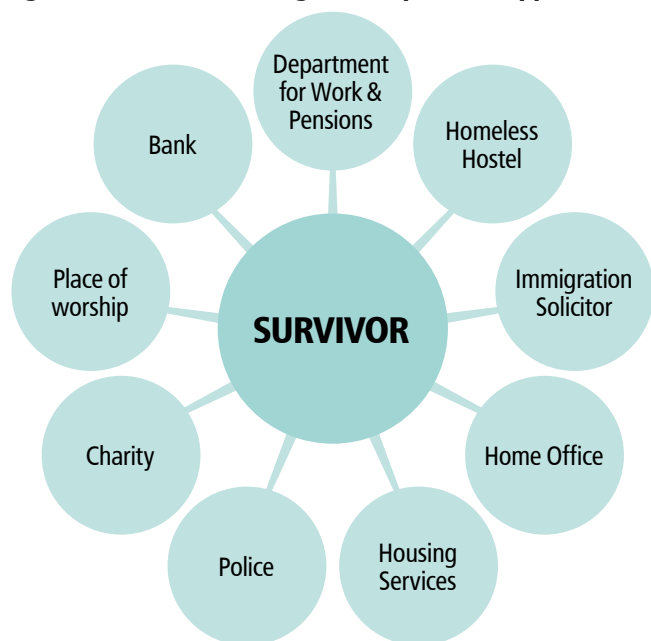
Despite the recent increases in reporting and referrals the extent of modern slavery in the UK is likely to be far greater than the above statistics would suggest. The Home Office has in its annual report on Modern Slavery for 2020 referenced a report by the Centre for Social Justice, titled 'It still happens here: Fighting UK slavery in the 2020s', which estimated that there could be at least 100,000 victims of modern slavery in the UK. In a report, by the Office for National Statistics (ONS) published in March 2020, it was highlighted that there were significant challenges in producing an accurate measure of the prevalence of modern slavery, given the hidden nature of this crime, lack of a definitive source of data and difficulties in establishing a suitable method to accurately quantify the number of victims of modern slavery in the UK.

## 3. Our Approach

### 3.1 The Coordinated Community Response

Hammersmith & Fulham takes a Coordinated Community Response (CCR) to ending modern slavery and asks everyone to take responsibility. The CCR requires us not only to respond appropriately within our own agencies, but also to work together with other organisations. During a survivor's journey, the chances are they will encounter dozens of different agencies. Each one holds a piece of the puzzle and by responding appropriately and working together we can ensure the survivor doesn't fall through the gaps. This is the CCR. This CCR strategy sets out a shared understanding of how we plan to tackle modern slavery over the next five years and reach our overall vision of ending modern slavery in Hammersmith & Fulham.

**Figure 4: Example showing a sample of the different agencies that can work together to provide support:<sup>1</sup>**



### 3.2 The Ecological model

For the CCR to be successful, everyone needs to work together at an individual, community, professional and societal level. This is called the ecological model and the diagram shows how these levels are connected and dependent on each other.

The societal level includes the wider regional, national and international response; both to modern slavery itself and the laws, legislation and policies which play a part in increasing vulnerability and risk. Whilst this strategy is designed for Hammersmith & Fulham, we are aware of the influence society has on us and the influence we may be able to have on it.

For the Our Objectives section below, we've included an ecological model for each objective to show the things individuals, communities, professionals and society can do to help reach the shared goal.

**Figure 5: Ecological Model<sup>2</sup>**



<sup>1</sup> Heise et al, 1999; Krug et al., 2002; CDC, 2004

<sup>2</sup> More information can be found at: <https://www.cdc.gov/violenceprevention/publichealthissue/social-ecologicalmodel.html>, An Ecological Approach toward the Prevention and Care of Victims of Domestic Minor Sex Trafficking (nih.gov)

## Best Practice – CCR Example 1



Names in all examples have been changed to protect victim's identities.

The London Ambulance Service (LAS) was called to an address to respond to Anita, who was seriously ill. They became concerned about modern slavery as there were locks on the outside of the bedrooms door and a man who was acting aggressively. The LAS contacted the police and flagged concern to the hospital staff.

When Anita was stable and able to speak, the hospital social worker visited her with a qualified interpreter and a colleague from the hospital's discharge team. Anita was fearful and would not open up to them or the police.

During this time, the hospital social worker attended modern slavery training and learnt about the National Referral Mechanism (NRM) and barriers to disclosure. She visited Anita on several occasions with the same interpreter, building her trust until Anita felt comfortable sharing her experiences of sexual exploitation.

Initially Anita did not consent to enter the NRM and the hospital social worker was concerned she would be discharged without support and return to her situation of exploitation. With Anita's permission, the social worker contacted a specialist charity, Tamar, with a member of staff who spoke the same language. They visited Anita in the hospital to build rapport and offer support. They also visited her when she was moved to a different hospital. With this consistency and a clear explanation of what the NRM entails, Anita gave her consent and an NRM referral was made by the social worker.

When Anita was discharged from hospital, she was supported through the NRM victim care contract and Tamar continued to provide additional support. With time Anita felt confident in speaking to the police who are currently investigating the case. Anita also participated in the survivor consultation to help shape this strategy and continue to strengthen our Coordinated Community Response to modern slavery.

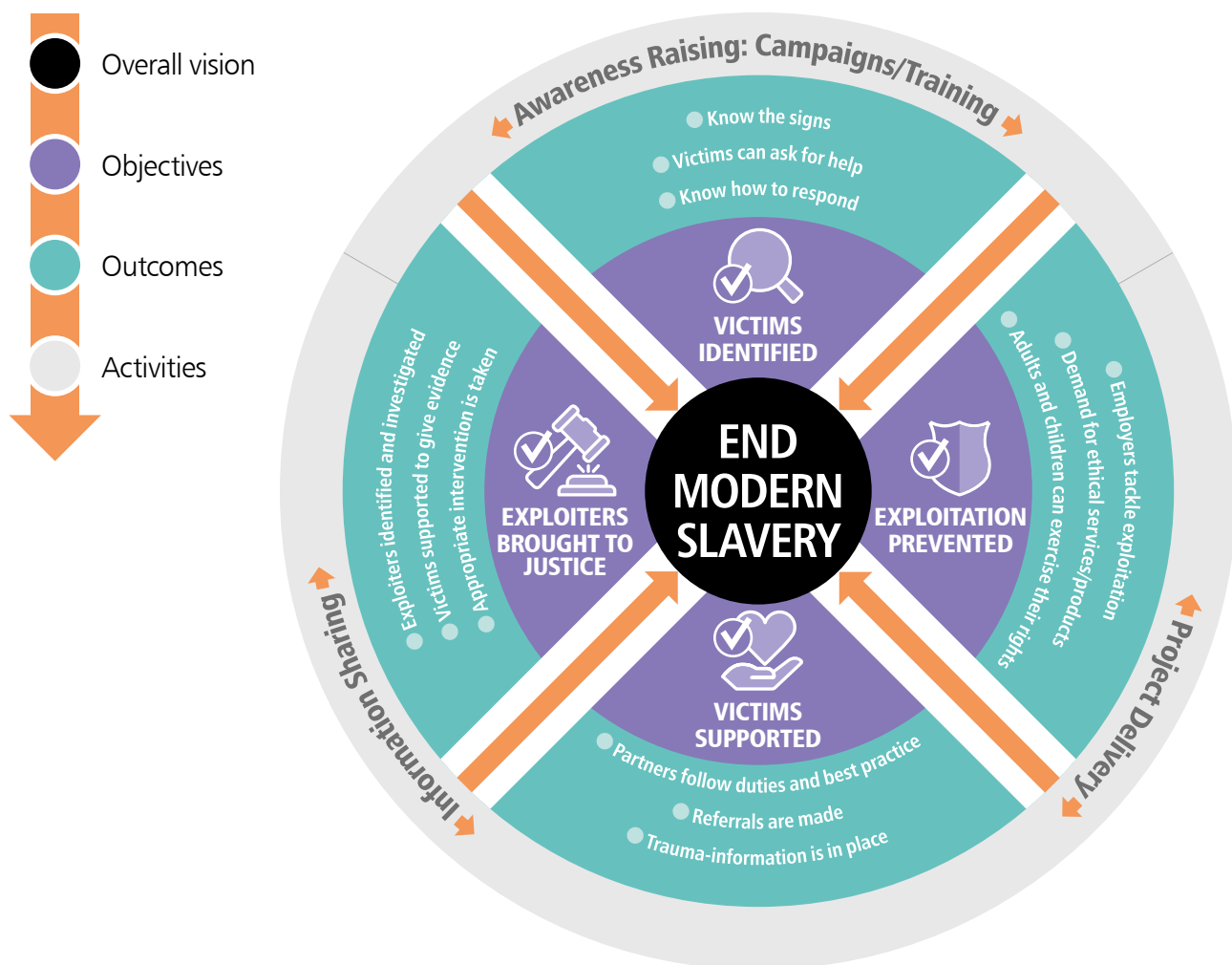


## 4. Our Objectives

Our vision is to end modern slavery in Hammersmith & Fulham. This would enable all residents and visitors to live and work safely and ensure our actions as businesses and consumers don't negatively impact individuals and communities elsewhere. The theory of change diagram outlines the four objectives we need to meet to reach this vision. These objectives are each discussed in turn.

**Figure 6 - Theory of Change**

### Modern Slavery and Exploitation Coordinated Community Response



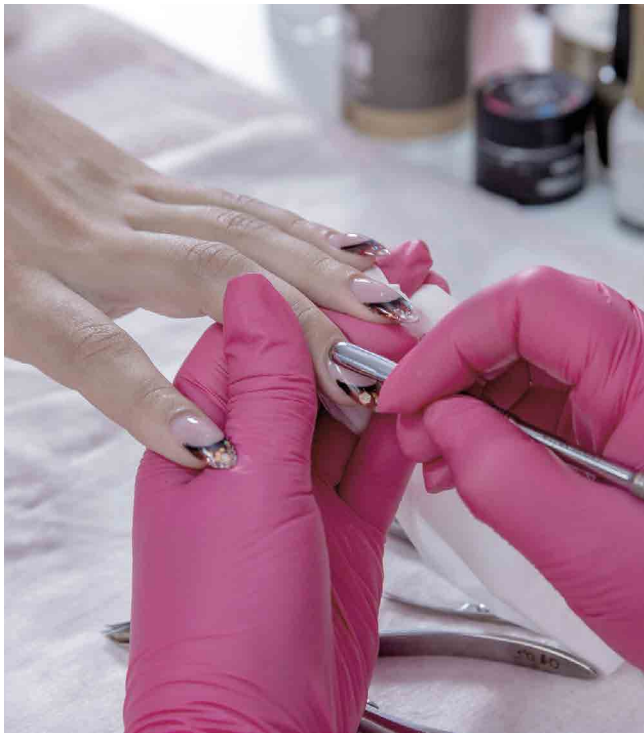
## 4.1 Objective 1: Victims Identified

Identifying people as victim/survivors of modern slavery is important in making sure they can access appropriate support. Often people – especially children – don't recognise themselves as having been exploited or are too fearful to come forward and ask for help; so, it's important we can all spot the signs and know what to do. Hammersmith & Fulham is committed to improving our data capture and understanding of modern slavery in the borough.

When discussing how we can make sure victims are identified, survivors recommended increasing awareness of modern slavery in the community and with organisations they could have come into contact with. They also said how important it was that kind strangers had approached them to express care.

Importantly, survivors emphasised the need to be patient and gain trust, allowing time for them to open up or make decisions about the future. By prioritising Victims Identified, we are asking everyone to know the signs of modern slavery and know how to respond. We are also working towards removing barriers so that victim/survivors know where to go to ask for help and feel able to do so.

What does 'Victims Identified' look like?	How will we do this?	What difference will it make?
Know the signs: Everyone knows that modern slavery is happening here and knows the signs to look out for.	Embed training and workshops for staff and community groups to raise awareness of modern slavery and referral pathways.	It will be harder for exploiters to operate undetected in our neighbourhoods.
Victims can ask for help: The barriers stopping victims coming forward and seeking support are removed. Victims know their rights and the support available for them and feel able to ask for help.	Focus groups with known victims to understand and remove any barriers they faced. Proactive welfare visits to premises with information and holistic trauma informed support available.	More survivors will come forward and feel confident disclosing their situation knowing that there is support available to them.
Know how to respond: Everyone knows what to do if they suspect modern slavery.	Publish and publicise clear modern slavery referral routes and all license holders will ensure a 'Stop The Traffik' poster is on display in a prominent position where team members and the public can see it and that it is displayed in different languages as appropriate.	More survivors can access support and more exploiters can be brought to justice. This will make our communities high-risk and low-profit for exploiters.



**“We need to focus on what makes people vulnerable and how can we remove these vulnerabilities”**

Local Community Group Member

**“There were so many chances for people to intervene.”**

Survivor

**“I caught a shoplifter with her hand in my customer’s handbag. Then I saw two huge men glaring at her once she was caught and I saw the fear in her eyes. I then knew she was a victim and my thoughts turned from anger”**

Local Business Owner

## How can we all play our part in the CCR?

### Individual

Victim/survivors are supported to overcome barriers and know the support that is available for them.

- Learn the signs of modern slavery: [www.modernslaveryhelpline.org/about/spot-the-signs](http://www.modernslaveryhelpline.org/about/spot-the-signs)
- Call 999 in an emergency
- Call the Modern Slavery Helpline for advice and support or to report suspicions 0800 121 700

### Community

Modern slavery is everyone’s business and all members of the community know the signs and how to report suspicions.

- Learn the signs of modern slavery: [www.modernslaveryhelpline.org/about/spot-the-signs](http://www.modernslaveryhelpline.org/about/spot-the-signs)
- Call 999 in an emergency
- Flag suspicions with the Modern Slavery Helpline 08000 121 700
- Read the section on Questions you could ask.

### Professional

Time is taken to build trust with survivors and agencies are aware of how they should respond to potential cases of modern slavery.

- In addition to the Community recommendations:
- Embed modern slavery awareness training on a whole system level
- Develop your organisation’s response should victim/survivors be identified.

### Societal

Narrative around modern slavery is evidence-based, survivor-centred and avoids victim-blaming or inflammatory language and images.

- Use our approved terminology guide
- Use images which help the audience to recognise modern slavery is hidden in plain site and the ways in which victim/survivors are controlled and unable to escape.

## Best Practice: CCR Example 2

Archie was 16 years of age when he was arrested in a Home County for possession with intent to supply class A drugs. At the time of his arrest, he was in the company of a young adult, George, who had passed the drugs to Archie just moments before Police arrived and arrested him.

Archie was from West London, so the Youth Offending Service (YOS) met him some months later when he appeared at Court intending to plead guilty.

On reading the prosecution papers, the YOS spoke with Archie and his parents and it transpired that they were concerned that an adult, (George) had regularly called at their address and that his calls coincided with Archie going missing for days at a time. The YOS also learned that Archie had an Education Health Care Plan for his learning needs and his parents were worried that he was being groomed by George who was aware of Archie's vulnerabilities.

George was already known to the YOS and to local police including for suspicion of him using children for dealing drugs. Archie was identified as victim of criminal exploitation and an NRM referral was made and the matter was adjourned at court for the outcome of the referral to be known.

This took some time and the YOS kept in regular contact with Archie. It was during this time that Archie revealed that at the time of his arrest, the Police in the Home County had allowed George's cousin to act as an appropriate adult and so Archie had not felt comfortable in Police interview to talk about what had happened.

This case highlights the importance of sharing information between agencies, both local and national, in a timely manner and advocates for taking the time to build rapport with victim/survivors and their family to give them opportunities to disclose. For more information visit: [www.modernslaveryhelpline.org/about/spot-the-signs](http://www.modernslaveryhelpline.org/about/spot-the-signs)

**"Make that person trust you. Show them that you really want to help. Not just one time but come back and keep showing that they want to help."**

Survivor

**"It needs to be seen as socially unacceptable to buy goods that might be tainted by exploitation"**

Local Faith Leader

## 4.2 Objective 2: Exploitation Prevented

Modern slavery thrives on vulnerability, money and power; and without preventative efforts it will persist. We are all responsible for preventing exploitation. By buying items that may have been made by someone who wasn't paid or allowed a break, we contribute to the problem. As do businesses who don't investigate where the materials that make their products have come from.

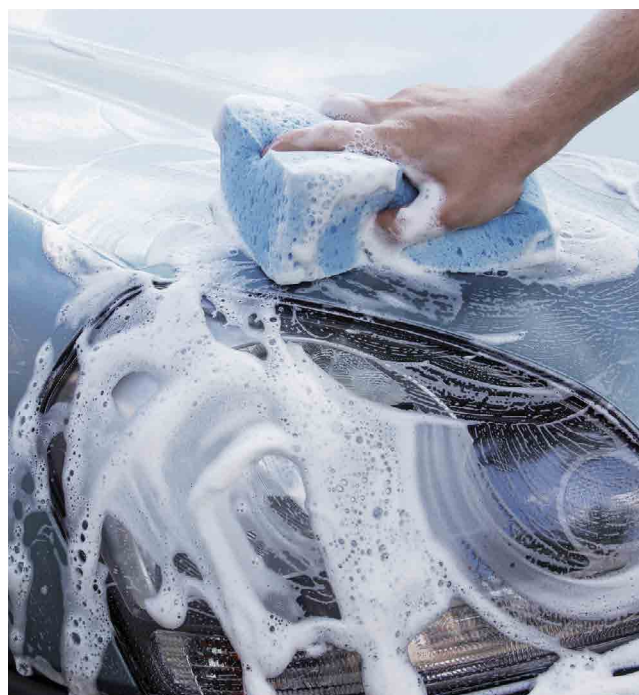
When discussing preventing exploitation, a number of survivors shared how they had been looking for a way out of poverty when they were exploited and that they had no idea a person had the capacity to treat them the way their exploiters treated them. They discussed not having understood the risks of modern slavery and said there were missed opportunities where people could have helped but didn't.

Survivors also shared that not having the legal right to work in the UK whilst waiting for decisions on their case can cause further exploitation as survivors feel forced to work illegally to have enough money to live. Exploiters take advantage of this by not paying the minimum wage and threatening to tell the immigration authorities if workers complain. Hammersmith & Fulham advocate for supporting survivors right to work and ensuring survivors have qualified immigration advice at the earliest opportunity.

Hammersmith & Fulham have also signed the 'Charter Against Modern Slavery'. In doing so we will ensure that our suppliers are ethical and that the people they employ are not exploited. We require our contractors to comply fully with the Modern Slavery Act 2015, wherever it applies,

with contract termination as a potential sanction for non-compliance. We will train our corporate procurement team to understand modern slavery through the Chartered Institute of Procurement and Supply's (CIPS) online course on Ethical Procurement and Supply. We will challenge any unusually low-cost tenders to ensure they do not rely upon the potential contractor practising modern slavery. We will publicise our whistle-blowing system for staff to call out any suspected examples of modern slavery. We will require all tendered contractors to also adopt a whistle-blowing policy. To find out more about our commitments to preventing modern slavery in our supply chains please refer to our modern slavery statement

By investigating exploitation in businesses and empowering individuals to know and exercise their rights, we can prevent exploitation and demand that Hammersmith & Fulham is free from modern slavery.



What does 'Exploitation Prevented' look like?	How will we do this?	What difference will it make?
Employers tackle exploitation: Employers pay their staff at least London Living Wage and provide fair and safe working conditions. Employers also require the same working conditions throughout their supply chain and proactively investigate this.	Ensure employers pledge to pay London Living Wage by providing information and support to local businesses through proactive outreach.	Workers will not experience exploitative working conditions. Exploiters will find it harder to make money with all sizes of businesses providing fair and safe working conditions and proactively ensuring this occurs.
Demand for ethical services/products: Everyone considers where their products and services come from and demand they've been made free from exploitation.	Embed awareness training for staff and community groups.	Companies will meet the demand and work to ensure their goods and services are free from exploitation.
Adults and children can exercise their rights: Everyone is treated equally with respect and dignity and are able to exercise their workers' rights and their human rights.	Embed education on worker's rights and human rights in partnership with schools, businesses and community groups. Awareness raising campaigns in partnership with charities such as Stop The Traffik. Targeted work with Albanian, Chinese and Bangladeshi communities as the top survivor nationalities aside from British.	With everyone exercising article 4 of the Universal Declaration of Human Rights, 'no one shall be held in slavery or servitude'.



## How can we all play our part in the CCR?

Individual
Individuals can exercise their rights and think about the journey of the things they buy.
<ul style="list-style-type: none"> <li>• Know your workers' rights: <a href="http://www.citizensadvice.org.uk/work/rights-at-work/">www.citizensadvice.org.uk/work/rights-at-work/</a></li> <li>• Know your human rights: <a href="http://www.citizensadvice.org.uk/law-and-courts/civil-rights/human-rights/">www.citizensadvice.org.uk/law-and-courts/civil-rights/human-rights/</a></li> <li>• Find organisations which can provide advice and support: <a href="http://www.angelou.org/human-trafficking">www.angelou.org/human-trafficking</a></li> <li>• Buy second-hand goods; and ethically-sourced products where you can afford to.</li> </ul>
Community
There is increased demand for goods/services which are free from exploitation.
<ul style="list-style-type: none"> <li>• Demand fair and safe working conditions for workers in services you commission (cleaning and construction firms etc)</li> <li>• Report suspicions to the Modern Slavery Helpline 0800 121 700</li> </ul>
Professional
Commercial and non-commercial organisations treat employees fairly and mitigate the risks of exploitation.
<ul style="list-style-type: none"> <li>• Ensure direct employees and third-party employees are paid at least the London Living Wage and have safe and fair working conditions</li> <li>• Update procurement policies and require safe and fair working conditions throughout the supply chain</li> <li>• Write a modern slavery statement outlining the commitment.</li> </ul>
Societal
People are considered equal and are given equal rights and opportunities. The root causes of modern slavery are addressed.
<ul style="list-style-type: none"> <li>• Give asylum seekers and victim/survivors of modern slavery the right to work to reduce the risk of exploitative working conditions and the fear of reporting these, and enable survivors to contribute to the UK economy</li> <li>• Promote a shift in acceptance towards people with diverse backgrounds and identities, including ethnicity, gender, disability, religion and sexuality.</li> </ul>

## Best Practice: CCR Example 3

Ten agencies including police, councils, NHS healthcare trusts and charities across Hammersmith & Fulham and neighbouring boroughs regularly share anonymous data with STOP THE TRAFFIK to understand the local picture of modern slavery.

Analysis of the data informs proactive preventative responses. For example, the data showed Filipino women being exploited in domestic work; working excessive hours without a break and not being paid the minimum wage. We delivered an online campaign to Filipino domestic workers to promote their rights, (such as the minimum wage and entitlements to breaks) and signpost to specialist support.

STOP THE TRAFFIK worked with experts in the field, including Kalayaan and the Voice of Domestic Workers, to design a short video in English and Tagalog. This was placed as a geo-targeted advert on Facebook, which meant it would appear on the Facebook feed of Filipino domestic workers in the boroughs. Pre and post campaign surveys were run to measure if there was an increase in awareness or action taken after seeing the video. Findings included:

- The campaign reached 48,434 in our target audience within H&F and neighbouring boroughs
- 4,814 (10%) clicked through to the website to learn more (double the 5% average)
- 90% of the post-campaign survey respondents said they found the campaign helpful
- 42% said they contacted an organisation for advice or support
- 37% added the phone numbers of support organisations to their phone, emphasising the preventative aspect to this campaign.

By all agencies working together to build the intelligence picture we can take action to empower communities, enable survivors to access support, and prevent exploitation.

## 4.3 Objective 3: Victims Supported

Victim/survivors of modern slavery can have a range of needs; some of which will be because of the exploitation but they may have other needs as well. Our approach needs to be holistic and led both by a person's immediate and long-term needs. It is vital that survivors are provided support that is trauma-informed to create stability required for recovery.

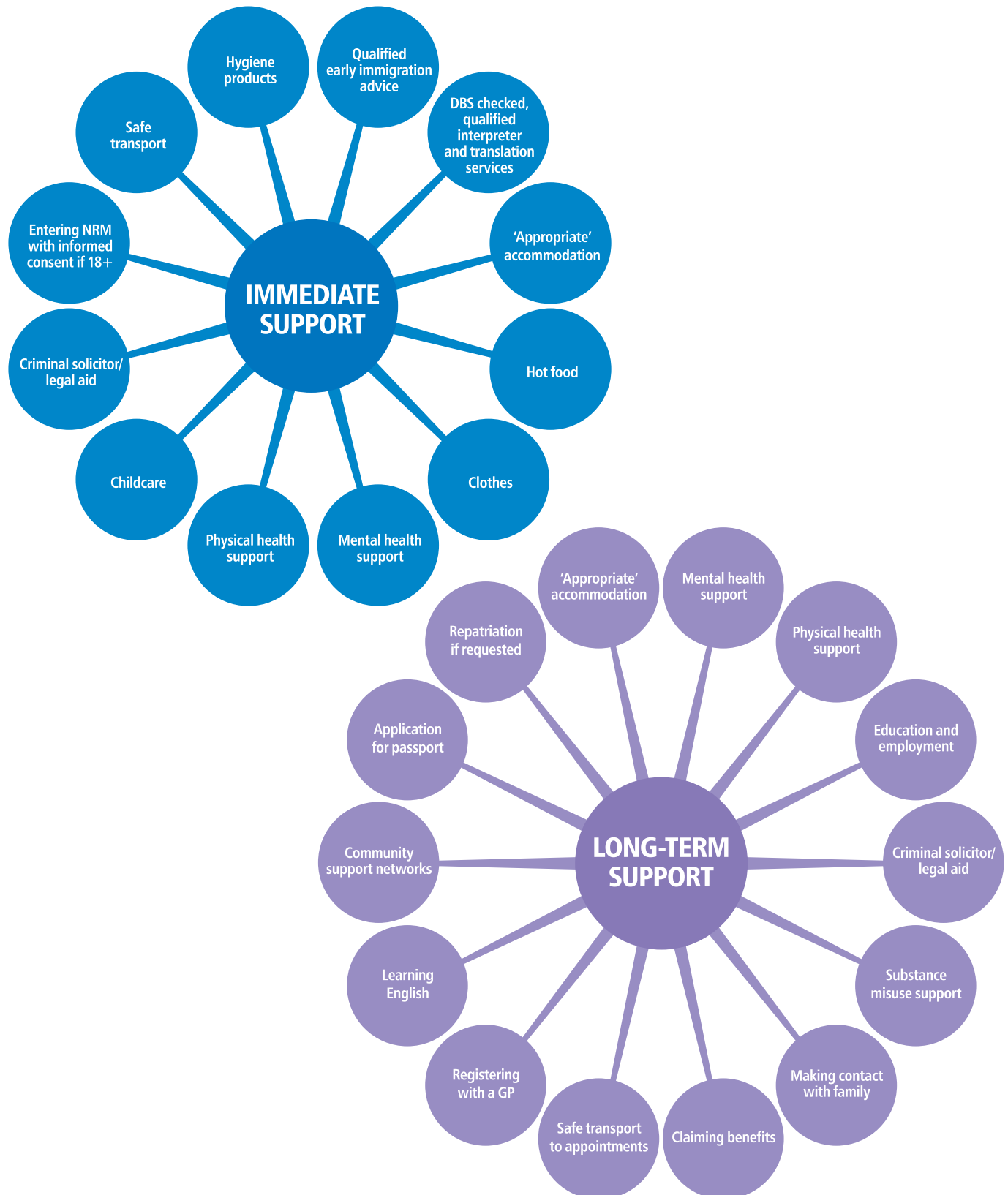
Survivors shared that mental health support and therapy were vital in their recovery journey and that time-limits on support have damaging effects. Survivors also told us that having the right to work would have a positive impact on their recovery journey, providing autonomy and purpose, enabling them to support their family and contribute to the economy. Children may require additional support, especially in recognising that people they believed to be friends are exploiting them; and finding alternative routes to prevent further exploitation. It is important that professionals and volunteers act without judgement or prejudice and are mindful of their own mental health and the effects of secondary trauma.

**"Good therapy. If you ask me therapy ten years ago, I would have looked at you and thought, do you think I'm crazy? It's the best thing because when I say it out loud, I am facing it. I am accepting what happened. When I say it out loud, I am helping myself to move on."**

Survivor

What does 'Victims Supported' look like?	How will we do this?	What difference will it make?
Organisations follow duties and best practice: agencies are aware of their duties in relation to modern slavery and respond appropriately, often going beyond the minimum requirement to give survivors the maximum support. Best practice examples are shared and adopted.	Develop and disseminate a local toolkit of duties and best practice for organisations to follow.	Survivors will be able to access support from the very first time they come into contact with an agency
Referrals are made: Appropriate referrals for each survivor are made in a timely manner. This may be to the National Referral Mechanism (with informed consent for adults) or to agencies able to provide tailored support to meet a survivor's needs.	Develop a H&F guide to referrals and the National Referral Mechanism (NRM) with multiple language options.	Survivors will be able to access services they need without falling through the gaps. The risks of re-exploitation will be reduced.
Trauma-informed support is in place: All interactions with survivors are trauma-informed and holistic long-term support is available to meet varying needs.	A strategic needs assessment is undertaken to understand and address current gaps in provision.	Survivors will be supported throughout their recovery journey. People will understand what it means to meet the diverse needs of victims.

**Figure 7 - Whilst each survivor journey is unique, here are some examples of the immediate and long-term support survivors told us they need:**





## How can we all play our part in the CCR?

Individual
Survivors can access long-term trauma-informed support.
<ul style="list-style-type: none"> <li>If you see something suspicious, report it to the Modern Slavery Helpline on 0800 121 700</li> </ul>
Community
Response is trauma-informed and needs-led, providing indiscriminate support. Timely referrals are made.
<ul style="list-style-type: none"> <li>Ask sensitive questions (use the guide in this strategy)</li> <li>Address immediate needs</li> <li>Develop referral pathways and consider specialist organisations which can provide support: <a href="http://www.angelou.org/human-trafficking">www.angelou.org/human-trafficking</a></li> </ul>
Professional
Agencies work together to ensure survivors can access holistic wrap-around support that is trauma-informed.
<ul style="list-style-type: none"> <li>Understand your duties in response to modern slavery</li> <li>Understand the National Referral Mechanism and your links with First Responders</li> <li>Familiarise yourself with the Trauma-informed Code of Conduct</li> <li>Address survivors' immediate needs and allow time to discuss long-term support</li> <li>Develop referral pathways and work together with other agencies.</li> </ul>
Societal
Consistent trauma-informed long-term support is available for all survivors.
<ul style="list-style-type: none"> <li>Ensure immigration status is not a barrier to accessing support and all survivors who are non-UK citizens have access to early qualified immigration advice.</li> </ul>

### Best Practice: CCR Example 4

After being trafficked from South America to Europe and trapped in debt bondage, Zane began to use class A drugs as a means of escape from the trauma he experienced during his exploitation. Zane became street homeless in the UK and was provided with hotel accommodation as part of the "Everyone In" scheme during the Covid-19 pandemic.

Homeless charity St Mungo's built rapport with Zane and he felt confident speaking to them about his experience. Zane was put in touch with Turning Point to support with his substance misuse, and with Zane's informed consent, St Mungo's contacted Adult Social Care who arranged to make a referral to the National Referral Mechanism (NRM).

Completing the NRM referral took time as the substance misuse meant Zane struggled to engage with the process. The initial meeting was postponed as Zane was experiencing hallucinations. Zane appeared more comfortable speaking to his key worker at St Mungo's who he saw daily. As such, St Mungo's and the social worker, with the help of a qualified interpreter, worked with Zane over multiple sessions to piece together his story. The social worker shared a draft of the NRM referral with St Mungo's who were able to re-check for accuracy with Zane. St. Mungo's also liaised with the psychiatrist from the Mental Health Crisis Team who provided a letter to support the NRM, explaining the complex trauma Zane was experiencing due to his exploitation.

It was only once the NRM was submitted did the social worker learn from the Home Office that Zane had already received a positive Reasonable Grounds Decision after the police made an NRM referral earlier in the year. Zane appeared not to have understood that this had happened or what this decision meant. With this confirmed, Zane was able to access support through the Victim Care Contract.

This case highlights some of the challenges for survivors in accessing support, especially when they have additional complex needs. It also demonstrates the need for professionals to go at the pace of the survivor during an NRM referral, collaborate with specialist agencies, and ensure the survivor has understood the process and provided informed consent.

## 4.4 Objective 4: Exploiters Brought to Justice

**“You get interrogated and you feel ‘why am I being interrogated? I am the victim.’”**

Survivor

Modern slavery is a crime and exploiters must be brought to justice to prevent them from exploiting others. This is not only the responsibility of the criminal justice system. From the general public as members of a jury, to Environmental Health revoking licenses, we must work together to apply the CCR.

There were 205 suspects of modern slavery flagged cases referred from the police to the Crown Prosecution Service (CPS) for a charging decision in England and Wales in the year ending March 2019. Over two-thirds (68%) of modern slavery related CPS prosecutions in England and Wales resulted in a conviction in the year ending March 2019.

Survivors told us that criminal proceedings are only one aspect of justice. Justice for survivors also means that their stories of exploitation are believed, and they have time to heal. Survivors also highlighted that justice for them would mean justice for all victim/survivors.

What does ‘Exploiters brought to justice’ look like?	How will we do this?	What difference will it make?
<b>Exploiters identified and investigated:</b> All agencies are involved in sharing information to build the intelligence picture and allegations are investigated thoroughly to ensure exploiters are held to account.	Data is shared with STOP THE TRAFFIK and the model is promoted pan-London to encourage wider sharing. Embed clear methods of reporting and create structures for data sharing with partners across the borough.	Survivors feel listened to and believed.  Exploiters will not be able to operate undetected.
<b>Victims supported to give evidence:</b> Victims are supported throughout the criminal justice process and beyond, with their mental health at the forefront of considerations.	A strategic needs assessment is undertaken to understand and address current gaps in provision.	Survivors will be more likely to testify, leading to more convictions of exploiters.  Exploiters will know that they will be held to account.
<b>Appropriate intervention is taken:</b> Survivor needs are put at the heart of any action and agencies collaborate to use the tools at their disposal to take a zero-tolerance approach to exploitation.	Agencies supporting victims are trauma informed and holistic.  Working in partnership with the Police to achieve criminal justice outcomes. Ensuring successful outcomes for victims which are not limited to criminal justice outcomes.	Survivors will feel safe and vindicated.  Exploiters will be unable to exploit further victims.

What does 'Exploiters brought to justice' look like?	How will we do this?	What difference will it make?
H&F have a robust policies and procedures in place to ensure businesses operating in the borough have an appropriate license and are observing business regulations. H&F will take action where there are concerns over the management of premises.	Council officers across departments including but not limited to licensing and business regulations, environmental health & enforcement will work alongside the police, local charities supporting victim/survivors of modern slavery and residents to identify premises where action should be taken.	Businesses operating without a license or in breach of the conditions of their license will be referred to the Licensing Committee with a recommendation to have their license revoked alongside an offer of support to victim/survivors identified. Where a criminal offence is established this will be fully investigated by the police.

## How can we all play our part in the CCR?

### Individual

Survivors are treated as the victim of crime and supported through any intervention.

- In an emergency, call 999.
- Put the needs of victim/survivors ahead of friendship. If you know someone who is an exploiter, report it anonymously to the Modern Slavery Helpline 0800 121 700.

### Community

Modern slavery is reported as a crime

- Share anonymous data to contribute to building the intelligence picture
- Take a 0 tolerance approach to modern slavery by responding to every concern and suspicion and reporting all forms of exploitation, even if the exploiter is known.

### Professional

Agencies work together to bring exploiters to justice

- Share anonymous data to contribute to building the intelligence picture
- Consider agencies with varying enforcement powers which you could work with to stage intervention
- Provide continued support for survivors throughout the intervention.

### Societal

Exploiters are held to account and there is a 0 tolerance approach to modern slavery.

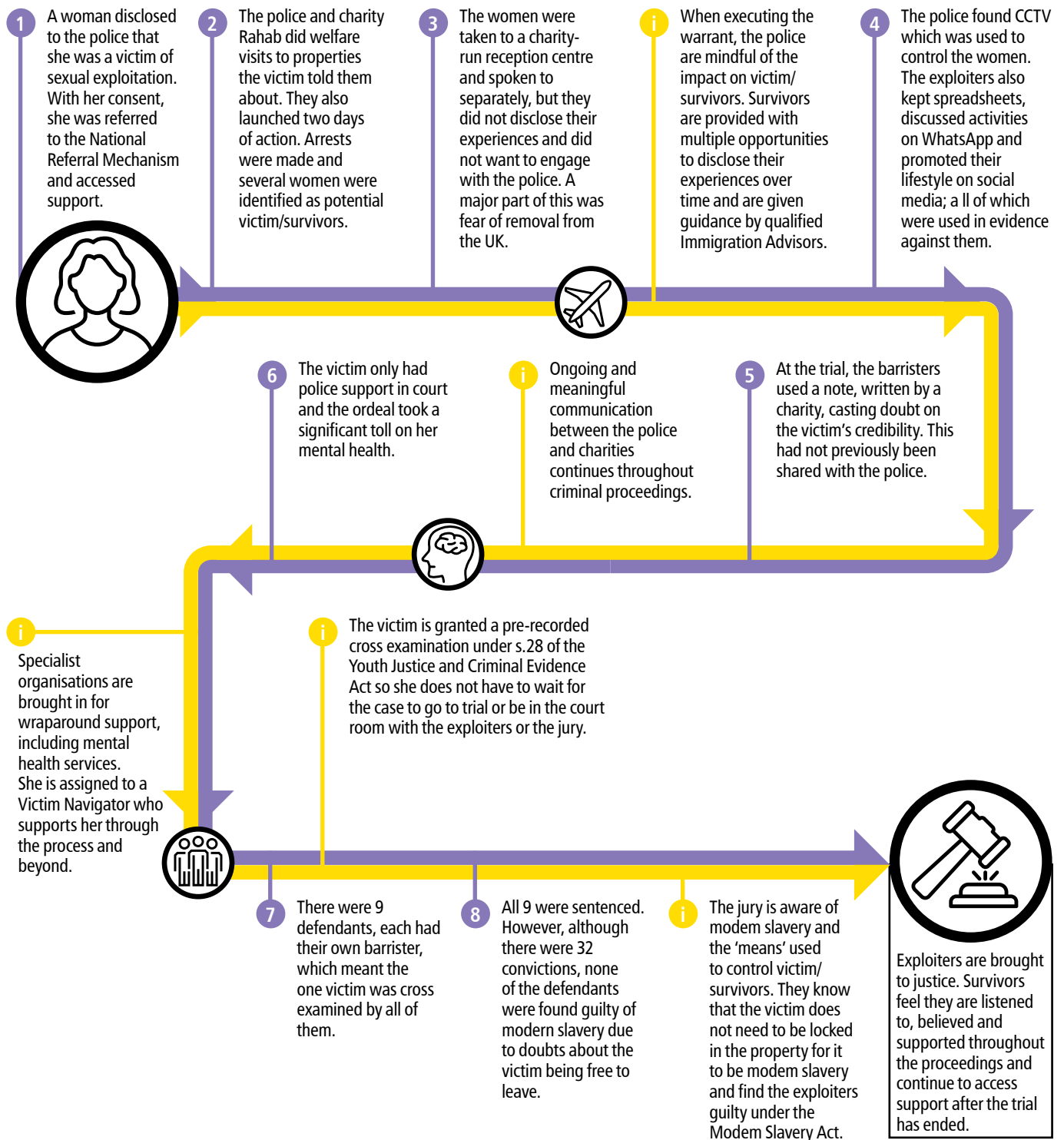
- Businesses are held to account for exploitation in their business and supply chain
- Survivors receive compensation.



## Operation Rumoi

Figure 8 - Operation Rumoi

Key: ● What happened ● How we could have improved





## 5. Conclusion

Modern slavery is not inevitable. We have the power to prevent exploitation, bring exploiters to justice and ensure victim/survivors are identified and can access meaningful support. Only by working together can this be achieved.

Thank you for taking the time to read this strategy. This may be the conclusion but it's the beginning of the next five years and reaching our objectives. We look forward to working with you to deliver an approach which is collaborative, coordinated trauma-informed, Intersectional, gender-informed, and above all puts survivor voices and specialist services as its heart.

So, take another look at the diagrams on how we can play our part, read the action plan below and let's work together to end modern slavery in Hammersmith & Fulham.

**"People are not realising they are doing that. They are hearing the word human trafficking, but they don't know what it means."**

Survivor



## Appendix 1: Common myths about modern slavery

**Myth:** People must be locked in or tied up to be victims of modern slavery.

**Truth:** In most cases, people aren't locked up or tied up. They may be free to walk around outside or carry a mobile phone. This is what we mean by 'hidden in plain sight'. A victim of modern slavery may be cooking your food in a restaurant or fixing the roof of your house.

It is the threat to themselves or their family, deception, violence, coercion and believing they have debt to pay off that keeps people trapped in modern slavery, not physical chains.

**Myth:** It is only modern slavery if the person does not get paid.

**Truth:** Modern slavery can include people on no pay but also extremely low pay. Often the money that people are paid will go towards their transportation and recruitment costs, which is known as debt bondage. People should not be made to work in conditions that deny their basic human rights (such as working extremely long hours, being made to sleep where they work and denied food etc.).

**Myth:** Victims of modern slavery are from countries outside the UK.

**Truth:** Modern slavery affects every nationality. UK nationals are the most reported as victims to the National Referral Mechanism, followed by Albanian and Vietnamese nationals who are the second and third most reported as victims.

**Myth:** All victims of modern slavery are women and all exploiters are men.

**Truth:** People of all genders can be victims of all forms of modern slavery. This includes men being victims of sexual exploitation and women being victims of forced labour. Similarly, people of all genders can exploit others.

**Myth:** If I asked someone if they were a victim of modern slavery, they would tell me.

**Truth:** There are many barriers why someone being exploited might not ask for help or when asked, might say that they're fine.

These barriers include: not being able to speak the language; not being aware support is available; not recognising themselves as victims; fear for their lives or the lives of family members; fear of being removed from the country; juju and other forms of witchcraft; misplaced loyalty to the exploiter and fear of organisations such as the police.

Additionally, vulnerability factors such as learning needs, mental ill health, addiction or age may mean that people have limited ability to make consensual choices around their working arrangements.

Read the section on '[Questions you could ask](#)' and '[Victims Supported](#)' to see how taking the time to build trust and ask the right trauma-informed questions can lead to better support for survivors.

## Appendix 2: Approved Terminology

The way in which we use language is important as it challenges stereotypes and avoids discrimination, whilst promoting dignity for survivors of modern slavery. Using the terminology recommended in this guide can support with building rapport with survivors.

### Please consider these three principles:

1. Avoid language which places blame on a victim/survivor
2. Avoid labels which 'other'; consider saying 'people who are vulnerable to exploitation' as opposed to 'the vulnerable'
3. Avoid terms that cannot be easily translated into another language. Rather describe what the term means.

Approved Term	Explanation
Alpha Victim	'Alpha victim' is a term that is used to indicate where victims have been forced, groomed, or have progressed on, to recruit and exploit others. Their conditions may improve despite remaining a victim themselves.
County Lines	One of the predominant forms of Criminal Exploitation we see in the Hammersmith & Fulham is 'County Lines', which is a police term used to describe the exploitation of children or vulnerable adults to move and sell drugs. It is named after the phone lines often used in the distribution. Exploited individuals may have been groomed to believe they are autonomously selling drugs or that those exploiting them are their friends.
Cuckooing	Cuckooing is a form of crime, termed by the police, in which drug dealers take over the home of a vulnerable person in order to use it as a base for drug dealing. It is named after the cuckoo's practice of taking over other birds' nests.
Exploitation	Exploitation refers to someone else benefiting from the actions performed by an individual who is not appropriately rewarded and/or experiences a violation of their legal rights. Exploitation does not always amount to modern slavery, but modern slavery always involves exploitation.
First Responder	Only organisations that are considered First Responders can refer victims of modern slavery to the NRM. These First Responder organisations include Local Authorities, the Police, Home Office, Border Force, Gangmasters and Labour Abuse Authority (GLAA), Barnardo's (for children) and The Salvation Army (for adults). Note that the NHS is not a First Responder.
Girls	<p>Anyone under the age of 18 years of age is considered a child.<sup>1</sup> Females under the age of 18 may be referred to as girls. Referring to women over the age of 18 as girls is considered infantilising.</p> <p>Children under 18, exploited in prostitution, should be treated as victims of abuse. A child can never be a 'child prostitute'.</p>

<sup>1</sup> Protocol to Prevent, Suppress and Punish Trafficking in Persons, UN Convention against Transnational Organized Crime, 2000

Approved Term	Explanation
Human Trafficking	<p>Recruitment, movement or restriction of movement, by deception or coercion, for the purpose of exploitation.</p> <p>Anyone under the age of 18 does not need to be deceived or coerced for it to constitute trafficking.<sup>2</sup></p> <p>It is key to note that the purpose does not need to take place to meet the definition of human trafficking; it is the intention to exploit that is important.</p> <p>Note that the term human trafficking does not translate into all languages so consider describing the situation instead.</p>
Individual paying for sexual services	<p>It is not an offence for person A to pay person B for sexual services provided by person B. As long as both are over the age of 18 and person B has not been exploited. It is an offence for a person in a street or public place to solicit another for the purpose of obtaining a sexual service.</p> <p>Avoid: Client/ Customer as these can be confused with terms used by charities to describe the individuals they support.</p> <p>Avoid: John / Punter as these can minimise the role of individuals paying for sexual services.</p>
Informed Consent	<p>Informed consent is vital in all aspects of survivor referral and support. Informed consent equips an individual with the knowledge and context to make their own decisions. Adults must provide informed consent to enter the NRM, no matter how long it takes for a survivor to make the decision. Without informed consent, survivors can experience re-trauma as situations can emulate exploitation when they had no control.</p>
Intervention	<p>Avoid the term 'rescue' as it denotes a lack of agency for victim/survivors and assumes they need to be saved.</p>
Modern Slavery	<p>Modern slavery refers to situations where an individual is deceived, coerced or forced into exploitation. Modern slavery is an umbrella term which encompasses human trafficking, servitude and forced or compulsory labour. It is outlined in the Modern Slavery Act 2015.</p>
National Referral Mechanism (NRM)	<p>The National Referral Mechanism (NRM) is a framework for identifying victims of modern slavery and collecting information to contribute to building a clearer picture about modern slavery in the UK. The NRM was introduced in 2009 to meet the UK's obligations under the Council of European Convention on Action against Trafficking in Human Beings.</p> <p>Only First Responders can make referrals to the NRM. Adult victims of modern slavery must give informed consent to enter the NRM. If they do not wish to enter, an anonymous Duty to Notify referral can be made. All children who are suspected of being a potential victim of modern slavery must be referred into the NRM.</p> <p>For adult victims, the NRM provides support through the Victim Care Contract. The NRM does not safeguard a child so existing child safeguarding procedure should be followed first and foremost.</p>

<sup>2</sup> Protocol to Prevent, Suppress and Punish Trafficking in Persons, UN Convention against Transnational Organized Crime, 2000



Approved Term	Explanation
Perpetrator	<p>A perpetrator is controlling, coercive, threatening, violent or abusive. This can be psychological, physical, sexual, economical or emotional abuse.</p> <p>Perpetrators can be any gender. A perpetrator may pose as a friend or a lover in order to exploit, and therefore may not be recognised as a perpetrator by victims.</p> <p>Perpetrator, exploiter, trafficker and offender are all approved terms when used correctly, (see exploitation and human trafficking).</p>
Premises selling sexual services	<p>Brothel is the definition used in legislation to refer to premises from which one or more individual(s) is involved in selling sexual services. This can include residential properties, hotel rooms, massage parlours, and walk up flats.</p> <p>However, where possible we will avoid using the word brothel because it can limit our understanding of the context in which women are involved in prostitution or experiencing sexual exploitation. Instead we recommend describing the property, e.g. "We are making a welfare visit to a residential flat/massage parlour/hotel"</p>
Single Competent Authority	<p>The Single Competent Authority (SCA) is a body within the Home Office who receive all NRM referrals from First Responders and make the Reasonable Grounds Decision, Conclusive Grounds Decision, and oversee the submission of the Recovery Needs Assessment.</p>
Smuggling	<p>Smuggling is a voluntary one-off transaction, whereby a person pays another person to help them enter a country clandestinely. It is a crime against the state, whereas human trafficking is a crime against an individual. Smuggling must include a border crossing. Human trafficking may include an illegal border crossing, but this is not required to meet the definition.</p> <p>With smuggling the relationship between smuggler and smuggled person ends when they reach their destination. In some cases, smuggling may turn into trafficking if exploitation occurs or a person finds themselves owing money for their journey and is made to work to pay this off.</p>
Trauma-informed Support	<p>Trauma-informed support recognises the harmful effects of traumatic experiences and aims to minimise the risk of causing further distress. This is done through respect and compassion and working towards long-term stability.</p>
Victim/Survivor	<p>The word 'victim' can be helpful for people to come to terms with their experience and know that the exploitation meant they were a victim of crime. The official term for a person entering the NRM is a 'potential victim'. However, 'victim' can also appear dis-empowering and reduce a whole person to a label.</p> <p>The term 'survivor' can be preferable as it has connotations of strength. Therefore 'victim/survivor' is used wherever possible.</p>
Victim Care Contract (VCC)	<p>Adults entering the NRM with a Positive Reasonable Grounds Decision can access support through the Victim Care Contract, awarded by the Home Office to The Salvation Army (2020-2025). Through the VCC victims can access safe-house accommodation, a support worker, subsistence rates and access to health care and legal advice, no matter their immigration status or when or where the exploitation took place.</p>

Approved Term	Explanation
Vulnerability	There are multiple forms of vulnerability outlined in the UN Organisation on Drugs and Crime guidance, such as Personal, Situational and Circumstantial vulnerability. These vulnerabilities may be pre-existing (e.g. poverty) and therefore increase the risk of exploitation; and vulnerabilities can also be created by the perpetrator (e.g. romantic attachment).
Women involved in Prostitution	<p>'Women involved in prostitution' is the preferred term used in the Hammersmith &amp; Fulham as this addresses someone's circumstance rather than using a label which puts upon them an identity.</p> <p>There is a reticence to adopt 'women involved in sex work' as in some cases it has led to frontline practitioners overlooking vulnerabilities, risk and exploitation.</p>

## Appendix 3: Key Indicators

Below are some indicators that someone may be experiencing modern slavery. It is important to recognise that everyone responds differently and that this list is not exhaustive:

- Fearful, anxious or distrustful of authorities
- Appears malnourished
- Shows signs of trauma (physical/psychological)
- Suffers injuries that may be the result of controlling measures or that have been left untreated
- Unfamiliar with local language/context
- Do not know their home or work address
- Has a story that sounds rehearsed
- Dependency & Presence of a Controller - allows others to speak for them when addressed directly
- Believe they have debt to pay off
- Separated from their ID documents
- Do not have any days off or unable to leave their work environment
- Has limited/no social interaction
- Reveals threats have been made against them or their family
- Goes missing from home or school

## Appendix 4: Questions you could ask

There are often many barriers, including language, preventing someone from answering 'yes' to the question, 'are you a victim of modern slavery'? Avoid questions which could re-traumatise individuals and focus on open, needs-led questions.

The following questions could be asked if it is safe to do so. Conversations should be held in a safe setting, with qualified interpreters if required. Survivors shared that they need time to build up trust but that it was important people asked the questions and were open-minded and listened to the answers.

1. Do you feel safe?
2. Is anyone making you do something you don't want to?
3. How many hours a day do you work?
4. Are you being paid for your work?
5. Do you have access to your bank account?
6. Who would you call if you needed help?
7. Can you tell me about your situation?

## Appendix 5: Resources

### Directory of Survivor Support Services:

- Hammersmith & Fulham Council Website – including contact information for social services
- Modern Slavery Helpline: 24-hour helpline 0800 0121 700 (available 24/7)
- The Salvation Army: 0300 303 8151
- Stop the Traffik: +44 (0) 207 921 4258
- Angelou Partnership Directory of Survivor Support Services
- Gangmasters and Labour Abuse Authority: reporting line: 0800 432 0804

### Local pathway:

For referring to Hammersmith & Fulham Council

- If during work hours (9am-5pm) contact Social Services Line on 020 8753 4198 (option 3)
- If out of hours (5pm-9am Monday-Friday, weekends and bank holidays) contact Social Services Emergency Duty Team on 020 8748 8588
- If children are involved call Children's Services on 020 8753 6600
- If at any point in the process there is an immediate risk, call 999

### Statutory Guidance:

- Slavery and human trafficking in supply chains: guidance for businesses
- Charter against Modern Slavery
- London Local Authorities Act 1991 (c.xiii) ([legislation.gov.uk](http://legislation.gov.uk))

### Information on the National Referring Mechanism (NRM):

- Leaflets about the NRM in multiple languages

### Trauma Informed Code of Conduct

- Helen Bamber trauma-informed support

### Other useful information

- Gangs, violence and exploitation | LBHF
- Licensing and permits A to Z | LBHF
- Domestic violence | LBHF

## Appendix 6: Action Plan

### 1. Victims Identified

Priority Action	Measurement of Success	Timescale
1.1 A training needs assessment is undertaken, and a training schedule developed and embedded. This will include specific training on child exploitation.	<ul style="list-style-type: none"> <li>Gaps in current training offer identified.</li> <li>Professionals from 15+ different organisations trained.</li> <li>Overall training satisfaction rate above 85%.</li> </ul>	2021–2026 (ongoing)
1.2 Continue to run ongoing workshops for community organisations and faith groups to raise awareness of modern slavery and referral pathways. (work started in 2020). Targeted work with Albanian, Chinese and Bangladeshi communities as the top survivor nationalities aside from British.	<ul style="list-style-type: none"> <li>10+ groups attend.</li> <li>Overall satisfaction rate above 85%.</li> <li>Increase in referrals.</li> </ul>	2021–2026 (ongoing)
1.3 Operation Moontwist training is delivered to Dedicated Ward Officers (DWO) and Safer Neighbourhood Teams (SNT) to encourage proactive welfare visits to premises selling sexual services.	<ul style="list-style-type: none"> <li>1/3rd of DWO and SNT trained.</li> <li>Overall training satisfaction rate above 85%.</li> <li>Qualitative analysis of Op Moontwist Crime reports showing guidance was followed.</li> <li>Anecdotal positive feedback from the women visited.</li> </ul>	March 2022
1.4 Improve our data capture and understanding of Modern Slavery in the borough.	<ul style="list-style-type: none"> <li>Focus groups with survivors.</li> <li>Data collection methods created to monitor H&amp;F only cases.</li> </ul>	March 2022

## 2. Exploitation Prevented

Priority Action	Measurement of Success	Timescale
2.1 Promote the launch of the Modern Slavery and Exploitation Strategy, alerting members of the community to their rights and the risks of exploitation, along with signposting for support.	<ul style="list-style-type: none"> <li>Measure impact through feedback from community members and businesses.</li> <li>Increase in contact to signposted organisations.</li> </ul>	2021–2026 (ongoing)
2.2 To continue to raise awareness of MSE and have it as a standing agenda in the programme of events for 16 days of activism against Gender based violence which H&F commits to annually. To ensure events are produced in collaboration with victim/survivors and specialist support services.	<ul style="list-style-type: none"> <li>Collate feedback from the community members at community events.</li> <li>Collate feedback from professionals at training events.</li> </ul>	2021–2026 (ongoing)
2.3 Support STOP THE TRAFFIK and other independent charities in their campaigns, share and use (anonymised) data and intel for preventative and proactive campaigns locally.	<ul style="list-style-type: none"> <li>25% change in recipient's knowledge or behaviour.</li> <li>Increase in contact to signposted organisations.</li> <li>Qualitative analysis of social media comments and interactions.</li> <li>Click through to the website landing page.</li> </ul>	2021–2026 (ongoing)
2.4 Embed awareness training in local authority departments, schools, businesses and community groups.	<ul style="list-style-type: none"> <li>Complete training in all service areas.</li> <li>Develop a strategy to embed training and clear commitments to organisational response.</li> </ul>	2021–2026 (ongoing)
2.5 Publish and publicise clear modern slavery referral routes. All Business license holders will ensure a 'Stop The Traffik' poster is on display in a prominent position where team members and the public can see it. It should be displayed in different languages as appropriate.	<ul style="list-style-type: none"> <li>Increased number of enquiries/referrals.</li> <li>Annual review with residents and businesses.</li> </ul>	2021–2026 (ongoing)
2.5 Complete all actions on the modern slavery statement action plan which sets actions relating to modern slavery in supply chains.	<ul style="list-style-type: none"> <li>All actions are completed from the action plan and will have successfully fulfilled the commitments of the modern slavery statement 2020-21.</li> </ul>	2021

### 3. Victims Supported

Priority Action	Measurement of Success	Timescale
3.1 Referral pathways and the directory of services are kept updated and a strategic needs assessment is undertaken to understand current support and gaps in provision.	<ul style="list-style-type: none"> <li>Report outlining current support and gaps in provision.</li> <li>Recommendations taken forward.</li> <li>Number of partners mentioned in the quarterly shared data.</li> </ul>	2021–2026 (ongoing)
3.2 Develop a H&F guide to the National Referring Mechanism (NRM) with multiple language options	<ul style="list-style-type: none"> <li>Increase in NRM/MS1 referrals.</li> </ul>	2022
3.3 Regular and ongoing training for local authority housing, housing associations, privately rented agencies and homeless charities to support them to understand housing law in the context of supporting victims of modern slavery.	<ul style="list-style-type: none"> <li>Review current training and gaps in training.</li> <li>Develop training programme with expert specialist agencies.</li> <li>Professionals from 15+ different organisations attend.</li> <li>Overall satisfaction rate above 85%.</li> </ul>	2021–2026 (ongoing)
3.4 Develop and disseminate a local toolkit for Small and Medium sized Enterprises (SMEs)	<ul style="list-style-type: none"> <li>Develop toolkit with consultation with local business.</li> <li>Toolkit disseminated to 25% of local businesses.</li> </ul>	2022
3.5 Ongoing training for professionals in Adult Social Care, Children Family Services, Neighbourhood Enforcement and Housing; to be trained as First Responders (FR)	<ul style="list-style-type: none"> <li>25% of workforce to be trained at any one time in each department.</li> <li>All support is trauma informed.</li> </ul>	2021–2026 (ongoing)
3.6 Child Exploitation Practice Guidance is launched.	<ul style="list-style-type: none"> <li>Developed in partnership with schools, children's services, youth offending teams and the gangs violence and exploitation unit.</li> <li>Multi-agency sharing.</li> <li>Online launch event March 2022.</li> </ul>	March 2022



## 4. Exploiters brought to justice

Priority Action	Measurement of Success	Timescale
4.1 A toolkit outlining enforcement tools (prevention & risk orders, premises closure orders etc.) is produced and shared.	<ul style="list-style-type: none"> <li>Multi-agency collaboration on the document.</li> <li>Increase in the number of enforcement actions used.</li> </ul>	July 2021
4.2 Anonymous data is shared with STOP THE TRAFFIK and the model promoted pan-London to encourage wider sharing.	<ul style="list-style-type: none"> <li>5 MSE Group partners share data quarterly.</li> <li>Interactive dashboard.</li> <li>Data in use (proactive, commissioning, reports).</li> </ul>	2021 – ongoing
4.3 Sharing information on successful prosecutions of businesses/ exploiters if appropriate.	<ul style="list-style-type: none"> <li>Increased prosecution rates.</li> </ul>	2021–2026 (ongoing)
4.4 Council officers across departments including but not limited to licensing and business regulations, environmental health & enforcement will work alongside the police, local charities supporting victim/survivors of modern slavery and residents to identify premises where action should be taken	<ul style="list-style-type: none"> <li>An increased number of premises identified.</li> <li>Increased number of licenses revoked.</li> <li>An increased number of victim/survivors engaging in support.</li> </ul>	2021–2026 (ongoing)
4.5 Businesses operating without a license or in breach of the conditions of their license will be referred to the Licensing Committee with a recommendation to have their license revoked alongside an offer of support to victim/survivors identified. Where a criminal offence is established this will be fully investigated by the police.	<ul style="list-style-type: none"> <li>An increased number of premises identified.</li> <li>Increased number of licenses revoked.</li> <li>An increased number of victim/survivors engaging in support.</li> </ul>	2021–2026 (ongoing)

## Appendix 7: Governance structure



The Modern Slavery & Exploitation (MSE) group will oversee the action plan, ensure that objectives are achieved and coordinate activities across council departments and in the community. The MSE group will sit within a governance structure that is overseen by the Violence Against Women and Girls board and reports to the Community Safety partnership, H&F Safeguarding Children's partnership, Safeguarding Adults board and the Health & Wellbeing board. The MSE group will meet quarterly and will include representatives from various council departments and statutory bodies including but not limited to procurement, licensing, community safety unit, housing, healthcare, children family services, adult safeguarding and the police. Independent 3rd sector service providers will also be in attendance to offer expert advice and represent victim/survivors.

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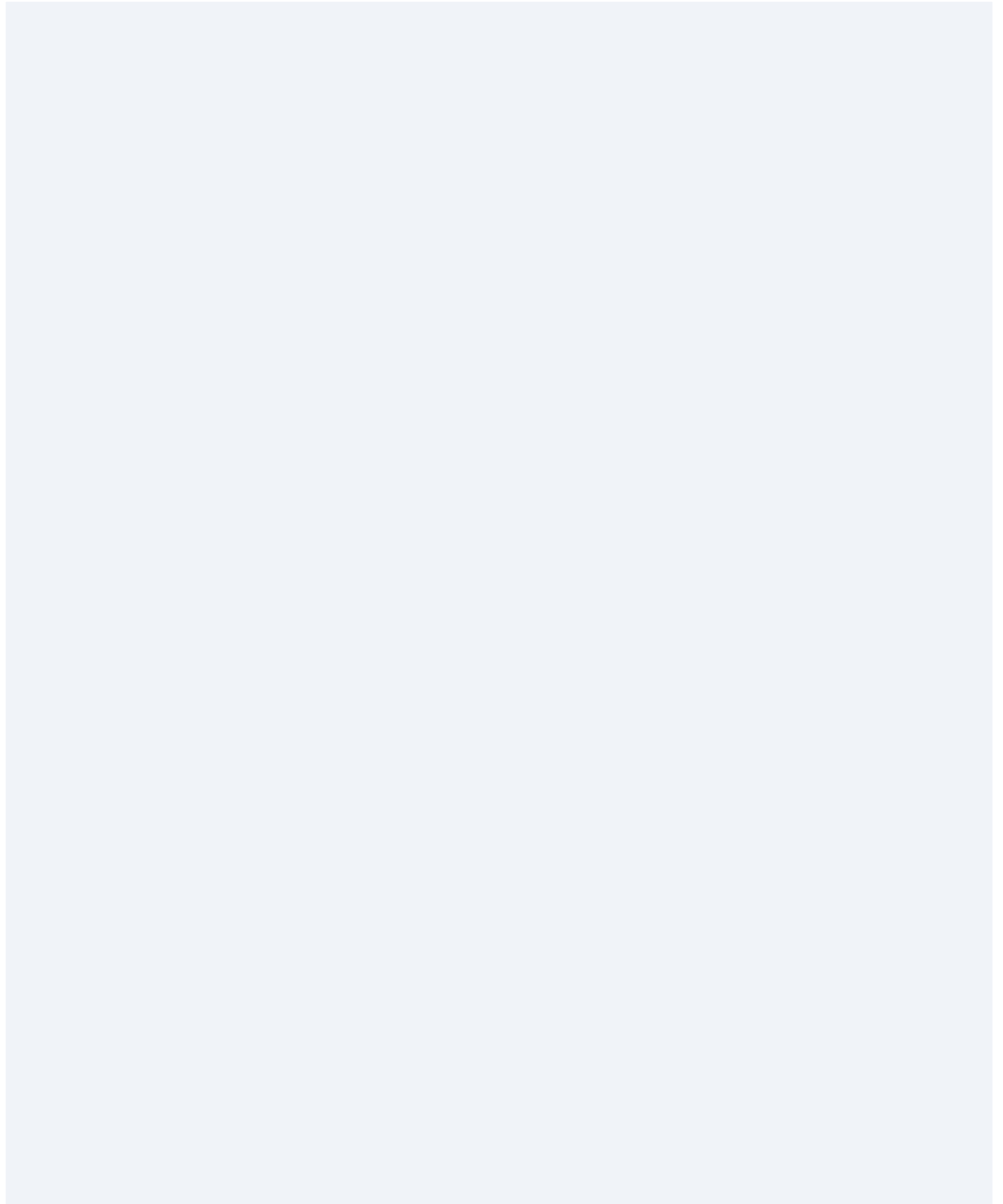
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## Appendix 2: H&F Equality Impact Analysis Tool

Overall Information	Details of Full Equality Impact Analysis
Financial Year and Quarter	EqlA completed in Q4 2020-21
Name and details of policy, strategy, function, project, activity, or programme	<p>Title of EIA: Ending Modern Slavery: Our Strategy for a Coordinated Community Response</p> <p>Short summary: We are publishing our inaugural modern slavery strategy for Hammersmith &amp; Fulham. This strategy has been co-produced by partners across the borough, including survivors, residents, businesses, community groups and multi-agency professionals. It outlines our Coordinated Community Response (CCR) to tackling modern slavery, which states that it is everyone's business to work together to end this crime. It sets out our four objectives to end modern slavery, which are: Victims Identified, Victims Supported, Exploitation Prevented and Exploiters Brought to Justice and gives suggestions for how different agencies, from residents to businesses, can contribute to these objectives.</p> <p><b>Note:</b> If your proposed strategy will require you to assess impact on staff, please consult your HR Relationship Manager.</p> <p>Team members who may be involved in identifying and/or responding to Modern Slavery and victim/survivors of modern slavery may be affected by this and could experience secondary trauma. We would always recommend that specialist support agencies respond directly to victim/survivors and therefore our team members would have a minimal amount of direct contact. H&amp;F provide support to all team members through the employee assistance programme and team members will also be supported through their direct line manager and occupational health where required.</p>
Lead Officer	<p>Name: Annabel Moores</p> <p>Position: Victim Programmes Coordinator</p> <p>Email: <a href="mailto:annabel.moores@lbhf.gov.uk">annabel.moores@lbhf.gov.uk</a></p> <p>Telephone No: 07747476034</p>
Date of completion of	01/ 02 / 2021

final EIA	
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<b>Section 02</b>	<b>Scoping of Full EIA</b>		
<b>Plan for completion</b>	Timing Resources		
<b>Analyse the impact of the policy, strategy, function, project, activity, or programme</b>	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.		
	<b>Protected characteristic</b>	<b>Analysis</b>	<b>Impact: Positive, Negative, Neutral</b>
	Age	The strategy is aimed at all residents, irrespective of age.	Neutral
		The strategy states that modern slavery can affect anybody of any age.	Neutral
		The strategy states that vulnerability factors such as age may mean that people have limited ability to make consensual choices around their working arrangements. The strategy advocates for long-term trauma-informed support.	Positive
		The strategy states where additional support may be needed for children, including safeguarding and needing specialist support in recognising their exploitation.	Positive

	Disability	The strategy is aimed at all residents, irrespective of Disability.	Neutral
		The strategy will be made accessible by the designers for people who have visual impairment.	Positive
		The strategy advocates for immediate and long-term physical and mental health support for all survivors of modern slavery.	Positive
		Under a section titled 'Context of Modern Slavery', the strategy discusses the additional barriers survivors who are disabled might face in accessing support. It puts this in the context of Intersectionality and requests responses are tailored to an individual's needs.	Positive
		The strategy states that vulnerability factors such as learning needs, mental ill health and addiction may mean that people have limited ability to make consensual choices around their working arrangements. The strategy advocates for long-term trauma-informed support.	Positive
		Under a section titled 'How can we all play our part in the CCR?' The strategy states that there should be a societal shift in attitudes towards accepting people as they are, no matter their disability.	Positive
	Gender reassignment	The strategy is aimed at all residents, irrespective of Gender reassignment.	Neutral
		On open invitation for survivors to participate in a consultation for the strategy, transwomen took part to give their views on what the strategy should include.	Positive
		Under a section titled 'Context of Modern Slavery', the strategy discusses the additional barriers survivors who have had gender reassignment might face in accessing support. It is noted that it may make it harder to leave a situation of exploitation due to fear of stigma and the response they may receive. The strategy puts this in the context of Intersectionality and requests responses are tailored to an individual's needs.	Positive



		Under a section titled 'How can we all play our part in the CCR?' The strategy states that there should be a societal shift in attitudes towards accepting people as they are, no matter their gender.	Positive
	Marriage and Civil Partnership	The strategy is aimed at all residents, irrespective of marriage and civil partnership.	Neutral
		Any change in response due to the strategy will be irrespective of marriage and civil partnership.	Neutral
	Pregnancy and maternity	The strategy is aimed at all residents, irrespective of Pregnancy and maternity	Neutral
		Any change in response due to the strategy will be irrespective of Pregnancy and maternity.	Neutral
	Race	The strategy is aimed at all residents, irrespective of Race.	Neutral
		The strategy states that modern slavery can affect anybody of any ethnicity.	Neutral
		Under a section titled 'Context of Modern Slavery', the strategy discusses how it is important to recognise that minoritised groups may face additional barriers. It puts this in the context of Intersectionality and requests responses are tailored to an individual's needs.	Positive
		In a section titled 'Is modern slavery modern?' the strategy discusses the differences between transatlantic slavery and modern slavery. It states how the impact of transatlantic slavery has continued today through racism and requests that we recognise both forms of slavery in categories in their own right, recognising the ongoing damage and impact caused.	Positive
		Under a section titled 'How can we all play our part in the CCR?' The strategy states that there should be a societal shift in attitudes towards accepting people as they are, no matter their ethnicity.	Positive

	Religion/belief (including non-belief)	The strategy is aimed at all residents, irrespective of religion/belief.	Neutral
		Under a section titled 'How can we all play our part in the CCR?' The strategy states that there should be a societal shift in attitudes towards accepting people as they are, no matter their religion.	Positive
		The strategy recognises 'juju and other forms of witchcraft' as a reason why survivors might not come forward and ask for help.	Positive
		The strategy was written with consultation from faith groups.	Positive
		Any change in response due to the strategy will be irrespective of religion	Neutral
	Sex	The strategy is aimed at all residents, irrespective of religion/belief.	Neutral
		Any change in response due to the strategy will be irrespective of sex	Neutral
		In the Myth Buster section, the strategy dispels a myth that 'all victims of modern slavery are women and all exploiters are men' and shows how men can be victims, just as women can be exploiters.	Positive
	Sexual Orientation	The strategy is aimed at all residents, irrespective of sexual orientation.	Neutral
		Under a section titled 'Context of Modern Slavery', the strategy discusses the additional barriers survivors may face depending on their sexuality. It is noted that it may make it harder to leave a situation of exploitation due to fear of stigma and the response they may receive. The strategy puts this in the context of Intersectionality and requests responses are tailored to an individual's needs.	Positive
		Under a section titled 'How can we all play our part in the CCR?' The strategy states that there should be a societal shift in attitudes towards accepting people as they are, no matter their sexuality.	Positive

	<p><b>Human Rights or Children's Rights</b></p> <p>If your decision has the potential to affect Human Rights or Children's Rights, please contact your Equality Lead for advice</p> <p>Will it affect Human Rights, as defined by the Human Rights Act 1998?</p> <p>No</p> <p>Will it affect Children's Rights, as defined by the UNCRC (1992)?</p> <p>No</p> <p>(We hope the strategy will help to protect adults and children's human rights.)</p>	

<b>Section 03</b>	<p><b>Analysis of relevant data</b></p> <p>Examples of data can range from census data to customer satisfaction surveys. Data should involve specialist data and information and where possible, be disaggregated by different equality strands.</p>
<b>Documents and data reviewed</b>	<p>Over 500 anonymous incidents of modern slavery were shared by multi-agency partners in the borough to understand the local picture of modern slavery. This enabled us to shape the strategy based on evidence. The data revealed the breadth of nationalities of survivors, along with age and gender and additional vulnerabilities.</p> <p>In November 2019, partners in the multi-agency partnership group developed a Theory of Change which was used to build the strategy.</p> <p>Standing Together's 'In Search of Excellence' provided insight into how to strengthen our Coordinated Community Response.</p> <p>The Modern Slavery Act 2015 and accompanying statutory guidance outlines the duties and</p>

	responsibilities of different agencies in responding to modern slavery.  Different agencies provided insights and case studies to build the strategy.
<b>New research</b>	n/a
<b>Section 04</b>	<b>Consultation</b>
<b>Consultation</b>	<p>The modern slavery strategy is a co-produced document and as such, focus groups were held with a variety of agencies and drafts of the strategy shared at various stages.</p> <ul style="list-style-type: none"> <li>• 18 survivors of modern slavery took part in focus groups and 1-1 interviews delivered by independent, and survivor-led, organisation Survivor Alliance. The focus groups were for participants confident in English and 1-1 interviews held for survivors who required an interpreter.</li> <li>• 36 representatives from community/voluntary/faith groups participated in a training workshop and their views were obtained as part of this process. 14 representatives also took part in a focus group;</li> <li>• 30 multi-agency professionals from the borough's Modern Slavery and Exploitation (MSE) Group participated in workshops, including Metropolitan Police, local NHS trusts and Non-Governmental Organisations;</li> <li>• The council worked with Hammersmith BID and Fulham BID to send a survey to businesses to give them an opportunity to participate; and</li> <li>• The council received over 100 responses to an online quiz aimed at residents.</li> </ul>
<b>Analysis of consultation outcomes</b>	<p>Participants in the consultations shared their thoughts on our four objectives: 'Victims Identified', 'Victims Supported', 'Exploitation Prevented', and 'Exploiters Brought to Justice', which themselves were developed by the MSE Group. Discussions ranged from the need to challenge the media's representation of modern slavery to campaigning to make it socially unacceptable to buy goods that are not free from exploitation.</p> <p>Reoccurring themes raised in the consultations were about the vulnerability of asylum seekers and people with no recourse to public funds. Survivors told us that not having the legal right to work in the UK whilst waiting for decisions on their asylum and/or trafficking case can cause further exploitation as</p>

survivors feel forced to work illegally to have enough money to live. Exploiters take advantage of this by not paying the minimum wage and threatening to tell the immigration authorities if workers complain.

The consultation with multi-agency professionals highlighted the importance of timely professional immigration advice, and the community consultation included support for equal rights, regardless of immigration status. There was also an overwhelming demand for longer-term stable support for survivors and more access to mental health services.

# Agenda Item 7

## London Borough of Hammersmith & Fulham

**Report to:** Cabinet

**Date:** 05/07/2021

**Subject:** Homelessness and Rough Sleeping Strategy & The Tenancy Strategy 2021

**Report of:** Councillor Lisa Homan, Cabinet Member for Housing

**Report author:** Beatrice McGuire, Senior Housing Strategy & Growth Officer

**Responsible Director:** Glendine Shepherd, Assistant Director Housing Management

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### SUMMARY

This report seeks Cabinet approval for the adoption of two housing related strategies:

#### **Homelessness and Rough Sleeping Strategy** (Appendix A)

We believe no one should have to sleep rough in 2021. But issues like the housing crisis, austerity and limited access to support mean many people still do. We are determined to break down these barriers and end rough sleeping in Hammersmith & Fulham.

This strategy sets out the Council's approach to the prevention of homelessness and ending rough sleeping. The Strategy identifies five objectives for preventing homelessness and ending rough sleeping, which are:

- End rough sleeping in Hammersmith and Fulham for good.
- Better partnership working.
- The right housing solutions.
- Improved resident experience: every contact counts.
- Safe housing solutions.

The Rough Sleeping Commission's report 'Ending Rough Sleeping in Hammersmith and Fulham' highlights how a complex mix of factors can affect lives in our borough. This report presents the commission's findings alongside key local and national contextual data and information. The Commission's recommendations are reflected in the Housing Strategy, and are now developed further by the Homelessness and Rough Sleeping Strategy.

The **Council's Tenancy Strategy** (Appendix B) which sets out the Council's approach to the types of tenancies issued by the Council when allocating

social housing in the borough. The Localism Act 2011 sets out a statutory requirement for local authorities to develop and publish a tenancy strategy.

The report also includes the following associated documents for information:

- Equality Impact Assessment (Appendix C)
- Homelessness and Rough Sleeping Strategy Consultation Summary Report (Appendix D); and
- Tenancy Strategy Consultation Summary Report (Appendix E).

## RECOMMENDATIONS

1. To Adopt the:
  - a) Homelessness and Rough Sleeping Strategy (Appendix A); and
  - b) Tenancy Strategy (Appendix B).
2. To note the summary and analysis of responses to the Homelessness and Rough Sleeping Strategy, and Tenancy Strategy in the consultation Summary Report (Appendices D and E).
3. To note the Equality Impact Assessment (Appendix D).

**Wards Affected:** All

<b>Our Values</b>	<b>Summary of how this report aligns to the H&amp;F Values</b>
Building shared prosperity	Opportunities to access work and training, as well as funding for rental deposits, through BEAM.
Creating a compassionate council	Working in partnership with Adult Social Care , the strategy will help meet the immediate needs of homeless people, work together to keep families in the borough, use joined-up services and provide family support.
Doing things with local residents, not to them	Improved co-production with disabled people, community engagement and resident-led commissions.
Being ruthlessly financially efficient	Protecting vulnerable residents ensuring they have access to affordable accommodation and reducing the use of expensive temporary accommodation. Working with partners in the 3 <sup>rd</sup> Sector to deliver solutions to ending rough sleeping in the borough.
Taking pride in H&F	Become the greenest borough, better Youth Services, support for victims of

	crime.
Rising to the challenge of the climate and ecological emergency	This strategy is linked to the Housing Strategy, which outlines our plans to retrofit our housing stock towards our vision of a zero-carbon future.

## **Financial Impact**

There are no additional financial impacts as a result of implementing both the Tenancy and the Homelessness and Rough Sleeping Strategies.

The Strategies set out in detail the objectives and priorities of the Council on delivering services to residents within the borough. The associated costs will be managed within existing budgets, whilst maximising every opportunity to secure central government grant funding for homelessness and rough sleeping initiatives as and when the opportunities arise.

## **Legal Implications**

The Localism Act 2011 requires the Council to produce a Tenancy Strategy which sets out the Council's approach to social and affordable housing relating to:

- the types of tenancies they grant.
- where they elect to issue fixed-term tenancies, the length of the fixed term period.
- the circumstances in which they will grant a further tenancy when the fixed term expires.

The Tenancy Strategy summarises those policies and explains where these can be found.

The Homelessness Act 2002 requires the Council to undertake a homelessness review for their district every five years and formulate and publish a homelessness strategy based on the results of that review. The Council is required to have regard to its current allocation scheme under section 166A of the Housing Act 1996, its current tenancy strategy under section 150 of the Localism Act 2011, and the current London housing strategy.

Before adopting or modifying a homelessness strategy, the Council shall consult with relevant organisations, or other persons as they consider appropriate.

The report sets out the result of the wide consultation on Homelessness and Rough Sleeping Strategy. The issues raised during the consultation have been considered and taken into account.

## **Contact Officer(s):**



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Verified by Emily Hill, Director of Finance

Name: Grant Deg  
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Telephone: 07798588766  
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## **Background Papers Used in Preparing This Report**

None.

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## **DETAILED ANALYSIS**

### **Proposals and Analysis of Options**

1. This report recommends that members adopt the Homelessness and Rough Sleeping Strategy, and the Tenancy Strategy.
2. The Homelessness and Rough Sleeping Strategy addresses the fifth objective of the Housing Strategy: “Prevent Homelessness and End Rough Sleeping”, providing a more detailed action plan to meet this objective.
3. The Housing Strategy action plan requires us to review and publish an updated Homelessness and Rough Sleeping Strategy.
4. Following the work of the Rough Sleeping Commission, the Housing Strategy Consultation and a specific Homelessness and Rough Sleeping Strategy consultation, the Homelessness and Rough Sleeping Strategy reflects:
  - residents’ priorities and views, and,
  - regard to the full picture of homelessness and rough sleeping in the borough.
5. In developing the two strategies, due regard has been made of our scheme of housing allocations, and the London housing strategy.
6. The Tenancy Strategy has been updated to mainly address the Council’s position on Lifetime (secure) and Fixed Term Tenancies.

7. The Tenancy Strategy reflects views and priorities of residents and local Registered Providers following consultation on the draft Tenancy Strategy.

### **Reasons for Decision**

8. Under the Homelessness Act 2002, all local authorities are required to carry out a review of homelessness in their area and publish a homelessness strategy at least once every five years. The Homelessness and Rough Sleeping Strategy updates the Homelessness Prevention Strategy published in April 2016.
9. The Localism Act 2011 also requires local authorities to develop a tenancy strategy.

### **Equality Implications**

10. A public authority must, in the exercise of its functions, comply with the requirements of the Equality Act 2010 and in particular section 149, the Public Sector Equality Duty ("PSED"). The PSED provides (so far as relevant) as follows:

(1) a public authority must, in the exercise of its functions, have due regard to the need to:

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it;

11. The adoption of the revised Homelessness and Rough Sleeping Strategy, and Tenancy Strategy requires the Council to undertake an Equalities Impact Assessment (EqIA) to fully assess what the positive, neutral and/or negative impacts of adopting the changed approach will be on those with protected characteristics. The protected characteristics to which the PSED applies are:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

12. The impacts of the delivery of the Homelessness and Rough Sleeping Strategy, and Tenancy Strategy are expected to be positive or neutral as it is not anticipated that there will be any direct negative impact on groups with protected characteristics, as defined by the Equalities Act, from the proposed changes. However, officers will continue to monitor the equality implications, to ensure early identification of any adverse impacts regarding the implementation of the Homelessness and Rough Sleeping Strategy, and Tenancy Strategy on protected groups.
13. The completed Equalities Impact Assessment is attached as Appendix C to this report.
14. *Implications completed by: Beatrice McGuire, Senior Housing Strategy and Growth Officer, 07812 097 921.*

### **Risk Management Implications**

15. The impact of homelessness is broad and far reaching. The right home is an important factor in a person's health and wellbeing. Not only does good housing help a person stay healthy, but it also impacts on their ability to sustain a job, care for their family, contribute to the community and better manage their health. It is clear that preventing homelessness has obvious benefits not only for people's housing outcomes, but for reducing health inequalities and improving quality of life. This strategy looks at building upon the prior work to tackle the underlying causes of homelessness and thus minimise the risk of homelessness materialising during this pandemic.
16. *Implications completed by Michael Sloniowski, Risk Manager, telephone 020 8753 2587.*

### **Other Implications**

None.

### **Consultation**

#### Homelessness and Rough Sleeping Strategy

17. Full details of the Homelessness and Rough Sleeping Strategy consultation process can be found in Appendix D - Homelessness and Rough Sleeping Strategy Consultation Summary Report.
18. Residents, 3<sup>rd</sup> sector partners and local Registered Providers (Housing Associations) were consulted during the development of the Homelessness and Rough Sleeping strategy.

19. To summarise, the Homelessness and Rough Sleeping Strategy consultation process included:
- In addition to the consultation on the Council's Housing Strategy, a focussed and pro-active consultation exercise was undertaken specifically regarding The Homelessness and Rough Sleeping Strategy between 9 and 28 February 2021.
  - The consultation was hosted on-line on the Council's CitizenSpace area and publicised on H&F's Twitter account, Nextdoor app, the Leader's Weekly Report and on H&F's 'Get Involved' website.
  - Additionally, almost 1000 residents were contacted to invite their views, including all TRA representatives.
  - We engaged with ninety resident involvement 3<sup>rd</sup> Sector organisations.
  - We also contacted all active Registered Provider in the borough.
  - There were 63 responses to the consultation; 30% of respondents had direct experience of homelessness, rough sleeping, or being at risk of homelessness.
  - The key messages from the consultation are set out in the Homelessness and Rough Sleeping Strategy, in the section 'What You Said – The Strategy Consultation,' and those messages are addressed in the strategy content and action plan.
20. The Homelessness and Rough Sleeping Strategy also responds to the Housing Strategy consultation, and the work of the Rough Sleeping Commission.
21. Full details of the Housing Strategy consultation process can be found in the Housing Strategy 2021 Cabinet Report.
22. Independent and robust investigation commissioned into the root causes of homelessness in our borough has provided a fuller understanding of why homelessness happens. In 2017, H&F established the Rough Sleeping Commission.
23. Below is a summary of the work of the Rough Sleeping Commission:
- **Stage 1: Literature review**  
From February until March 2017, the commission conducted a literature review of international, national, and local analysis and good practice, maintaining its focus on the relevance of this data to H&F. The information gathered enabled the commission to build an accurate picture of why people sleep on the street in H&F.
  - **Stage 2: A call for evidence**  
A call for evidence was undertaken in April until June 2017 to gather the views directly from people who are, or are at risk of, sleeping rough in H&F, frontline workers, and experts in the field.  
Groundswell were commissioned to conduct a peer led research project with the aim of enabling people with experience of homelessness to contribute to the work of the commission.

- **Stage 3: Public hearing**  
The commission consulted H&F residents on its findings and draft recommendations at a meeting of the Health, Adult Social Care and Social Inclusion Policy and Accountability Committee on 12 December 2017.
- **Stage 4: Commission Report**  
The Cabinet-endorsed Rough Sleeping Commission's report was published. The report, 'Ending Rough Sleeping in Hammersmith and Fulham', can be found at <https://www.lbhf.gov.uk/councillors-and-democracy/resident-led-commissions/rough-sleeping-commission>

### **Tenancy Strategy Consultation**

24. Full details of the Tenancy Strategy Consultation can be found in Appendix E – Tenancy Strategy Consultation Summary Report.
25. Residents, Registered Providers and the Mayor of London were consulted on the draft Tenancy Strategy.
26. To summarise the Tenancy Strategy Consultation process involved:
  - The Tenancy Strategy Consultation took place between 5 February and 7 March 2021.
  - Views were gathered using two methods: an accessible online resident questionnaire with reference to the draft tenancy strategy, and invitations to comment on the draft by email.
  - The draft tenancy strategy was sent to all Registered Providers with stock in the borough, as well as the Mayor of London.
  - On 9 February, we launched an online questionnaire for residents, requesting comments on the draft strategy and a short survey. The resident consultation was publicised on the H&F's 'Get Involved' website.
  - An invitation to take part in the consultation was shared via Resident Involvement email lists.
  - Full details of the consultation can be found Appendix E, however overall 90% of respondents support the Council's use of lifetime tenancies when issuing tenancies in the borough.
  - 70% of respondents support the Council's view that we should only use fixed term tenancies in limited situations.

### **List of Appendices**

Appendix A – Homelessness and Rough Sleeping Strategy

Appendix B - Tenancy Strategy Housing Strategy 2021

Appendix C – Equality Impact Assessment

Appendix D – Homelessness and Rough Sleeping Strategy Consultation Summary Report

Appendix E – Tenancy Strategy Consultation Summary Report

# Homelessness and Rough Sleeping Strategy 2021

DRAFT

## FOREWORD

Cllr Lisa Homan  
Cllr Sue Fennimore

We believe no one should have to sleep rough in 2021. But issues like the housing crisis, austerity and limited access to support mean many people still do. We are determined to break down these barriers and end rough sleeping in Hammersmith & Fulham.

H&F are already working hard to reduce rough sleeping to zero. In 2017 we established the Rough Sleeping Commission to work out how this could be done. This strategy is grounded in recommendations from the Rough Sleeping Commission's report, *Ending Rough Sleeping in Hammersmith & Fulham*.

We know that people with experience of homelessness can tell us how to improve our services. That's why the commission asked Groundswell (homelessness organisation) to carry out a peer-led research project. This project meant experiences of young people with a history of rough sleeping shaped the commission's work, which influenced this strategy.

We are working hard to prevent homelessness and improve the way we work with people at risk of homelessness. Residents care about these services, so we made sure our plans reflect your views from the *Homelessness and Rough Sleeping Strategy Consultation*.

Homelessness can be prevented, with the right support at the right time. Every contact counts. That's why we are putting the focus on working with residents to prevent homelessness before it happens.

During the Covid-19 pandemic, we worked quickly to get "Everyone In" (Central Government's accommodation strategy) to help protect rough sleepers from the virus. 2020 was a stark reminder of the links between homelessness and ill health. Now, in 2021, we have a plan to capitalise on the lessons learned, prevent homelessness and end rough sleeping in H&F for good.

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## INTRODUCTION

**The national context in this strategy does not make easy reading.**

In most of the UK, homelessness has been on the rise for years, and so has the use of temporary accommodation.

Reasons for this rise in homelessness include:

- High demand for housing, leading to high house prices and private rents
- Bigger gaps between rents and what people can afford to pay
- A shortage of social housing
- Increasing household bills
- Welfare benefit cuts and reform
- Cuts in funding for statutory and voluntary support services

**Against the national context, we are on a mission to prevent homelessness end rough sleeping in H&F for good.**

There are several ways of counting the number of rough sleepers.

1. The annual data capturing every rough sleeper in London (CHAIN). In 2019-20, there were 8,855 rough sleepers in London. There were 266 individual rough sleepers in H&F; H&F was 17<sup>th</sup> out of 33 London boroughs.
2. Every year on the same night in November, all councils carry out a snapshot count or estimate of rough sleepers. **In 2019 H&F recorded the lowest number of rough sleepers in the annual count** and in 2020<sup>1</sup> only 3 councils recorded fewer rough sleepers than H&F.

### Annual Street Count Data in H&F

2018	2019	2020
12	2	4

We have also stopped the use of bed and breakfast as temporary accommodation for families. These successes have only been possible by working together with communities and partners. This five-year strategy sets out our ambitious commitments and the steps we will take to continue to fight the long-term housing challenges facing our borough, London and the United Kingdom.

This plan shows how we are creating a strong framework of early intervention and prevention, and better co-ordinated emergency responses; ensuring access to housing options and supporting those who are in housing need.

Residents' views are important to us. In our Homelessness and Rough Sleeping Consultation, we asked what kinds of support we should provide more of, and what we should do differently to end rough sleeping. Residents' responses are addressed throughout the strategy.

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1. [Rough sleeping snapshot in England: autumn 2020 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/rough-sleeping-snapshot-in-england-autumn-2020)

**Together, we will better prevent homelessness and end rough sleeping.**

## **THE H&F VISION & OBJECTIVES**

People love living in Hammersmith & Fulham. It's diverse, connected, on the up and could be better still. In our part of this busy city, residents deserve a place that is safe, clean and green.

In Hammersmith & Fulham, we have compassion. We believe our residents should feel secure in their homes and on the streets. They should have high quality services they can rely on.

The area is changing, and some are worried about growing unfairness, being left behind, and the future of local services. This threatens what we want for the future.

We believe in doing things with residents, not to them, that's why we are working to build a culture of co-production.

We'll manage our finances responsibly and relentlessly challenge unfairness, waste and old-fashioned thinking in how we work.

We're a compassionate council and are not afraid to take on the powerful to get results. We're making H&F the best place to do business in Europe. We support entrepreneurs and start-ups and generate opportunity and shared prosperity.

We are a different kind of council – pioneering and relentlessly searching for better answers. We'll keep listening, working with residents and finding creative ways to take us forward.

The Covid-19 pandemic has been a stark reminder of the health risks associated with rough sleeping. We are now more determined than ever to end rough sleeping in H&F for good.

### ***H&F'S PRIORITIES***

- Building shared prosperity
- Creating a compassionate council
- Doing things with residents, not to them
- Being ruthlessly financially efficient
- Taking pride in Hammersmith & Fulham
- Rising to the challenge of the climate and ecological emergency

### ***OUR BUSINESS PLAN COMMITMENTS***

**Creating a compassionate council**

- **Adult mental health:** We'll develop an effective approach to mental health, working across partner agencies such as the police and non-governmental organisations.
- **Meeting immediate needs:** We'll connect residents with services like foodbanks and money advice
- **Keeping families in the borough:** We'll join up housing, health, social services and education so that no-one is forced to live outside the borough.
- **Joined-up services:** We'll help families earlier and better by joining up our services within the council and with other governmental and non-governmental organisations.
- **Family Support:** Our Family Support organisation will ensure families can access joined-up support and those requiring more help can be identified and supported from the earliest opportunity.
- **Care leavers' hub:** We'll create a hub for our care leavers.
- **Mental health forum:** We'll set up a forum to develop strategies to improve child and adolescent mental health services.
- **Carers:** We'll aim to help carers have financial security, care services which are there when they need them, an NHS which supports them, the ability to combine work and care if they choose to, and better information and advice to prepare and make choices about caring.

#### Doing things with residents not to them

- **Co-production with disabled people:** We'll put disabled people at the heart of decision-making in H&F. Co-production will lie at the heart of how we operate in future - nothing about disabled people without disabled people.
- **Community engagement:** We'll develop new ways of engaging and working with residents.
- **Resident-led commissions:** We'll work with existing resident-led commissions and set up new commissions.

#### Being ruthlessly financially efficient

- **Protecting vulnerable residents:** We'll make sure future government cuts are not passed on to vulnerable residents in the form of reduced services.
- **Ethical debt collection:** We will not use bailiffs to collect council tax debt from residents, instead using an ethical approach that is more effective and supports families put their finances in order.
- **Council reform:** We'll reform the way we work with third sector partners to tackle problems intrinsic to our society.
- **Public services reform:** We'll find new, innovative ways of delivering local services with other local organisations.

#### Taking pride in Hammersmith & Fulham

- **Greenest borough:** We will make our borough the greenest borough in Britain.
- **Youth Services:** We'll set-up mini projects/resources for targeted groups of disengaged or alienated young people. And we'll develop access to opportunities for all, across the borough outside of the school curriculum.
- **Victims of crime:** We'll provide better processes to support residents who have put up with anti-social behaviour and drug dealing in their neighbourhood. We'll support the work of 'victim support' and crime prevention measures.

## THE PURPOSE OF THIS STRATEGY

### HOMELESSNESS AND ROUGH SLEEPING STRATEGY 2021

**We are determined to prevent homelessness and end rough sleeping; this is our plan to do that.**

Informed by H&F's corporate vision and business plan, this strategy sets out our approach to preventing homelessness and ending rough sleeping in the borough.

This strategy builds on the Housing Strategy 2021 – 2026, providing a focused action plan to meet its fifth strategic objective; 'Prevent Homelessness and End Rough Sleeping' - adding detail to the broader Housing Strategy.

**Independent and thorough research has given us a fuller understanding of why homelessness happens in our borough. Residents' views have strengthened our plans.**

**The Rough Sleeping Commission's report 'Ending Rough Sleeping in Hammersmith and Fulham'** highlights how a complex mix of factors can affect lives in our borough. The report presents the commission's findings alongside key local and national context information, and gives recommendations which helped form our strategy action plan.

Building on the **Housing Strategy Consultation (2019)**, we also carried out a specific **Homelessness and Rough Sleeping Strategy Consultation**, to ensure our plans reflect the views and experiences of residents and partners. We also gained invaluable insight from residents with experience of homelessness.

Though there are high levels of rough sleeping in H&F, we are working towards finding a quick and safe route off the street for all rough sleepers.

We also know that disabled people are disproportionately affected by homelessness, with over half of rough sleepers experiencing mental health issues that need support. To support rough sleepers properly, we need to understand and help remove all the barriers they face.

**We are ambitious in our aims and follow through.**

This can be seen through our implementation of our previous Homelessness Prevention strategy, whose legacy is the removal of bed and breakfast use as temporary accommodation for families, as this type of accommodation is expensive and unsuitable. .

Our determined commitment to the 2016 strategy's five key objectives has helped us succeed. Those priorities were: shaping services around early intervention/prevention and a case management approach; mitigating the effects of welfare reform; improving customer experience and making every contact count; delivering a range of affordable housing solutions, and; working with landlords to improve private sector rented housing.

**Since 2016, we have updated how we work in line with the Homelessness Reduction Act 2017 ('HRA').**

We now:

Fulfil the new duties on local authorities to provide advice and assistance to a broader range of residents; including single people.

We ensure we carry out the set of specific duties on housing authorities to intervene at earlier stages to prevent homelessness and to take reasonable steps to prevent and relieve homelessness. This strategy also has a greater emphasis on partnership working in response to the Act.

**This strategy is about rallying together with our partners around five refreshed objectives:**

- End rough sleeping in Hammersmith & Fulham for good
- Working with a range of third sector partners and other public bodies to maximise early intervention and homelessness prevention;
- Delivering the right housing solutions
- Improving resident experience and making every contact count
- Delivering safe housing solutions that supports vulnerable residents in housing need.

Together, we will better prevent homelessness and end rough sleeping.

### *OUR MISSION TO END ROUGH SLEEPING*

We are on a mission to end rough sleeping. We plan to make sure no one is having to sleep rough in Hammersmith and Fulham by 2022.

### *OUTCOME FROM THE ROUGH SLEEPING COMMISSION*

**Motivated by our mission to end rough sleeping and the key priority of doing things with residents, not to them,**

**In 2017 H&F established an independent commission to understand how to end rough sleeping in Hammersmith and Fulham.**

It was chaired by Jon Sparkes, Chief Executive of the national homelessness charity Crisis. Membership included local homelessness organisations and over one hundred homeless people contributed their views.

**The H&F Rough Sleeping Commission set out to:**

1. Review and identify areas of good practice in services provided to rough sleepers, and those at risk of rough sleeping in London, the UK and internationally.
2. Review the current H&F service against available good practice and identify gaps in what we currently provide.
3. Make recommendations for changes to services, to improve how we help people that are rough sleeping in H&F, to support those at risk of rough sleeping, and to reduce the number of rough sleepers down to zero.

**The Commission has proved invaluable in driving shared learning and strategic alignment across the borough's agencies.**

**Four key lessons from the commission:**

- No one wanted to sleep rough;
- Only two people out of the 108 homeless people interviewed wanted to live in a Hostel;
- The current level of support provided, despite the resourcing, is not meeting need;
- The benefits system is perpetuating homelessness

The commission also made six recommendations on how we should tackle rough sleeping. These six recommendations are all now part of this strategy:

- **A more tailored and personalised approach** with a strong emphasis on developing services around the needs of rough sleepers. This should be accompanied by a tailored wrap around package of personalised support dependent on the level of need.
- **A better co-ordinated emergency response** to ensure that no one is forced to sleep rough. The commission recommends the provision of a 'crash pad' for people who face barriers to accessing hostels and to extend the commission of the street legal service for people with no recourse to public funds.
- **Stronger focus on prevention** with all organisations and services that come into contact with someone who might be at risk of rough sleeping playing their part in working in a coordinated and joined up way to ensure that people do not sleep rough. Preventing homelessness is the most effective way of ending homelessness, whilst being the most cost-effective intervention.
- **Move from a hostel by default to a housing by default model** to ensure that people can access settled accommodation as rapidly as possible and move on from homelessness.
- **Strategy to mitigate against the effects of welfare reform** including the implementation of Universal Credit, such as the 6-week waiting period and Direct Payments. For the Council to collaborate with other local authorities and work with the Greater London Authority (GLA) in lobbying national government.
- **Adequate supply of secure, accessible and affordable housing** for rough sleepers or people at immediate risk of rough sleeping. The commission recommends that the Council procure more properties in the Private Rented Sector (PRS) to be made available through the Social Lettings Agency (SLA) and ring fence a proportion of social housing.

## WHAT YOU SAID – THE STRATEGY CONSULTATION

The work of the Rough Sleeping Commission, and the results of the Housing Strategy Consultation (2019), gave us a strong basis for our plan to prevent homelessness and end rough sleeping. In 2021, we carried out a specific Homelessness and Rough Sleeping Strategy Consultation, to hear your views in detail.

Residents and partners know best about the services they want and need. We asked residents and partner organisations to complete an online consultation, to help us understand what is needed to prevent homelessness and end rough sleeping in the borough.

Your answers have helped us make sure our Homelessness and Rough Sleeping strategy matches your views and experiences.

We received responses from residents, third sector partners and registered providers with housing stock in H&F. By analysing those responses, we were able to identify key messages about homelessness and rough sleeping and consider your ideas and suggestions. We are committed to involving residents in matters that affect them. That's why we were keen to hear from residents who have experienced homelessness. 30% of respondents had experienced homelessness, or rough sleeping, or been at risk of homelessness.

### KEY MESSAGES

#### **Rough sleeping: work with people earlier before they become homeless**

We asked you what we could do differently to end rough sleeping by 2027 (central government target). You identified homelessness prevention as the most important factor: 77% of respondents agreed we should work with people earlier before they become homeless. The second highest priority was to help people find affordable housing (76%), followed by working



better with other agencies or charities to help people get support (73%).

### **Support: assisting people fleeing domestic violence**

We asked which kinds of support we should provide more of. You identified support for people fleeing domestic violence and abuse as the top priority (9%), closely followed by opportunities for work and training (7%) and support tackling rogue landlords (7%).

From your comments, we identified the following issues to consider:

- Access to information on the support available
- A holistic approach to support: access to mental health support and health care
- The community impact of homelessness
- A safe and supportive fresh start
- Finding and engaging with rough sleepers
- Meeting people's immediate needs: food, clothing
- Working closely with charities supporting rough sleepers
- Trust is important: providing trauma informed services
- Access to housing that is affordable and local

### **Speaking from experience**

Themes from responses of residents who have experienced homelessness, or rough sleeping, or been at risk of homelessness, were:

- Some people were not aware of the support available
- Services for Rough Sleepers need to be more visible
- More affordable housing is needed

### *WHAT WE'RE DOING NOW*

These key messages, thinking points, and first-hand experiences are all addressed throughout this strategy.

## **COVID-19 AND ROUGH SLEEPING**

The relationship between housing and public health is well known. The COVID-19 Coronavirus pandemic has seen housing services across the country respond to the biggest health crisis that the UK has faced this century.

The pandemic posed dual challenges for housing: more residents needed our services, and service delivery had new limits due to lockdown and social distancing. So, we rose to these challenges by providing housing and support to more residents, while using new and innovative ways of working.

The government recognised that people sleeping rough would need more support to be kept safe from the virus, and asked Councils to bring 'Everyone In'. In London, 4,700 rough sleepers were placed in hotels.

### *COVID-19 in H&F*

H&F worked quickly to offer all rough sleepers in the borough accommodation, including those who would not normally be eligible for housing support, such as people with No Recourse to Public Funds.

Before the pandemic, rough sleeping in H&F was already on the rise, with numbers exceeding the national average. As discussed throughout this strategy, and the Homelessness and Rough

Sleeping Strategy, providing more and better services for rough sleepers was already high on our agenda. A service set up at the suggestion of the Commission, an emergency Crash Pad, could not be used in lockdown as they were not set up for social distancing. But we stepped up and found solutions, offering 360 people, including rough sleepers and people not normally eligible, accommodation, between March and November 2020.

### *What we've done*

Out of necessity, we adapted our services to fit with lockdown rules and social distancing guidelines. This has meant using technical solutions to enable remote working for over 70% of our staff at a time; limiting unnecessary face-to-face interactions. We discovered we could provide high quality housing options and advice services in this new way. We will continue reviewing our service delivery to keep it accessible, while taking on board the benefits of agile working.

We did lots of things differently during the pandemic and lockdown, and adapted our services to meet needs. We are now planning how we will tackle specific issues that may arise following the pandemic, such as a potential increase in private sector evictions when the current eviction ban lifts.

### *Our response to COVID-19:*

1. Adapting quickly to provide services online
2. Getting 'Everyone In' and supporting rough sleepers
4. Reducing risks while making sure our services keep running and remain accessible to residents
5. Looking at ways of reducing loneliness and isolation
6. Engaging with community groups online and making sure that residents have the support to access online meetings
7. Ensuring the rough sleeping services we commission are COVID appropriate

### *In detail*

Above is a very broad summary of our COVID-19 response. Throughout this strategy document, you will find more detailed information on how we faced up to various issues (such as poverty, domestic violence, drug and alcohol support and employment support) in the pandemic, and what we'll do next.

### *Going forward*

We have been able to provide support and accommodation to many during the pandemic. We have also found new ways of working. We are now looking at how we can continue to deliver great services going forward – especially adjusting our plans for rough sleeper services to fit the current picture.

### *We are looking at*

- **Finance** – Housing budgets for Councils are tight, with budgets in deficit during COVID-19. We are exploring funding opportunities to support the extra housing we provided during lockdown, and seeing where our budgets need to change
- **People** – We're figuring out whether to continue remote working, or face-to-face services
- **Sector Capacity**– Looking at the sector to identify housing options for residents impacted by the pandemic
- **Partnership Working** – How we can work together to provide good, continuing services.



- **No Recourse to Public Funds** – Identifying how to support those individuals who are not normally eligible for assistance
- **Housing First** – Continuing to provide housing to people with a history of entrenched rough sleeping
- **Floating Support and Supported Housing** – Ways to provide these wherever needed
- **Homelessness Prevention** – Unemployment levels in H&F, as well as Universal Credit claims, have risen sharply during the pandemic. The economic impact of the pandemic has pushed many households to the verge of homelessness. This vital support is needed more than ever
- **Accessibility** – New ways of working must be designed so services are fully accessible to residents

### *What we're taking away from COVID-19*

COVID-19 has had a huge impact on those living and working in H&F. We have come together to get through this difficult time and provide important services when residents needed them most. As a result, we have supported large numbers of residents and have discovered better ways to deliver services. Lockdown has also highlighted the important relationship between access to suitable housing and physical and mental health and wellbeing – reinforcing our drive to provide great, accessible housing and services to residents.

## DEFINITIONS

### *Defining Homelessness*

The Ministry for Housing, Communities and Local Government (MHCLG) states that a household is considered statutorily homeless if they do not have a legal right to occupy accommodation that is accessible, physically available and which would be reasonable for the household to continue to live in. Their definition also includes households who currently have the right to occupy suitable accommodation, but that are threatened with homelessness within 56 days.

If a household is facing homelessness within 56 days, the new homelessness prevention duty requires that we help stop that household from becoming homeless. This includes enabling residents to remain in their current home or find alternative accommodation to prevent them from becoming homeless. The duty lasts for 56 days but may be extended if the local authority is continuing with efforts to prevent homelessness.

### *Defining Rough Sleeping*

Sleeping rough is rarely a choice. There are many causes and unique circumstances which lead to rough sleeping – but rough sleeping is usually a result of structural and personal issues combined.

The Ministry for Housing, Communities and Local Government (MHCLG) defines rough sleeping as:

*“People sleeping, about to bed down (sitting on/in or standing next to their bedding) or actually bedded down, in the open air (such as on the streets, in tents, in doorways, parks, bus shelters, or encampments). People in buildings or other places not designed for habitation”*

For this strategy we use a wider definition; we also include people who are at a high risk of sleeping rough for the first time or returning to rough sleeping, such as:

- People who used to sleep rough, who are in supported or other temporary accommodation

- Sofa surfers who were previously, or at risk of rough sleeping again
- People who are staying with relatives and friends on a temporary basis, with a history or risk of rough sleeping

## WIDER STRATEGIC CONTEXT

### NATIONAL CONTEXT

#### SCALE OF THE PROBLEM

##### Homelessness

#### The national picture for homelessness and rough sleeping is worrying

Where needed, our housing advisers support residents in housing need to complete homelessness applications, to see if we owe them the **main housing duty**. The **main housing duty** is a duty to provide temporary accommodation until that duty is ended, either by an offer of settled accommodation, or for another specified reason.

In recent years, the number of homelessness applications accepted have gone up nationally. In 2016/17 annual homelessness acceptances were at nearly 57,000 - nearly 17,000 higher than in 2009/10. An estimated 8.4 million people in England are living in an unaffordable, insecure or unsuitable home. As homelessness has grown, the number of people in temporary accommodation has also increased.

In June 2019, the total number of households in temporary accommodation was 86,130, a 4.5% increase from 82,390 a year earlier. The number has been generally rising since 2010, but the number of households with children is more stable: 61,800 compared with 61,570 on the same date last year.

##### Rough Sleeping

#### How can this happen?

#### Explaining Homelessness

At the end of March 2018, the most common reasons for losing a home were:

- Parents, other relatives or friends no longer willing or able to accommodate (28%)
- Loss of rented or tied accommodation due to termination of assured shorthold tenancy (25%)
- Violent breakdown of relationship involving partner (12%)
- Other reason (e.g. homeless in emergency, sleeping rough or in hostel, returned from abroad) (7%)
- Non-violent breakdown of relationship with partner (6%)

## The human cost

### **The impact of homelessness**

The social, emotional and financial costs of homelessness are large - creating barriers to education, work and training and undermining mental and physical health. Homelessness, if sustained or repeated, can even lead to premature death, with some research suggesting an average age of mortality is 47.

### **Disabled people and rough sleeping**

Disabled people are disproportionately represented among people sleeping rough. Many mental illnesses are invisible disabilities, and over half of rough sleepers in the UK have mental health issues which require support. As well as having a huge impact on physical health, sustained rough sleeping can negatively impact mental health and make it harder to seek support. A strong awareness of mental health barriers faced by people with such invisible disabilities is needed to support many rough sleepers in the way they need. This awareness fits in with our plans for housing services designed for disabled people, with disabled people, as part of a new Disabled People's Housing Strategy.

### **The impact of rough sleeping**

Rough sleeping is the sharpest end of the homelessness and housing crisis. It ruins lives, making people vulnerable to violence and abuse, and takes a terrible toll on an individual's mental and physical health.

## The Economic Cost

### **The economics of homelessness**

An ounce of prevention is worth a pound of cure. It's better to avoid disaster beforehand than to deal with it after it occurs. This is true when it comes to homelessness prevention: research shows that good prevention work reduces the personal and financial cost of homelessness.

In a report conducted by Nicholas Pleace in July 2015 on behalf of Crisis, the cost of homelessness of a single person to the public sector is £11,733 for 12 months while preventing it will only cost £1,558. A 2012 review of financial costs of homelessness in England, conducted by DCLG, estimated that annual public spending was up to £1 billion higher as a result of homelessness.

### **The economics of rough sleeping**

In the same report, the cost of rough sleeping of a single person on the public sector is no less than £20,128 for 12 months. If that person is helped quickly, the cost will be reduced to £1,426. The additional cost of rough sleeping can escalate very quickly. Thirty people sleeping rough for 12 months, with an additional public expenditure (for example of developing mental health issues, or drug dependency issues due to the unbearable suffering) would cost over £600,000, rising to £1.2 million if the situation persisted for 2 years.

The additional financial costs of homelessness and rough sleeping could include: the cost of providing homelessness services especially to homeless people with high support needs; costs for health and social care and the NHS, and additional costs for criminal justice systems associated with homelessness.

## STATUTORY CONTEXT

### **Statutory changes have made partnerships more important**

The Homelessness Reduction Act 2017 emphasises prevention rather than relief of homelessness and places a new 'duty to refer' on a range of public bodies who work with residents who are at risk of homelessness, before they access housing services.

The 'duty to refer' is designed to help ensure that services are working together to prevent homelessness. There are public services which often meet homeless people, but don't usually provide homelessness services. The 'duty to refer' works by those public services looking at a resident's housing situation when they meet them, and referring them to us if they need housing support.

In addition to this, we know that our third sector partners, community agencies, and other Council colleagues play a big part in helping us prevent homelessness.

Improved data sharing with Housing Associations and the voluntary sector as well as internal council departments, and better links between housing, social services and health, residents will be integral to the success of this strategy.

### **New Fire Safety regulation and scrutiny has highlighted the importance of safety at home**

In 2017, the devastating loss of life in the Grenfell Tower fire brought health and safety issues in social housing to national attention, driving a full review of how we ensure fire safety, and general health and safety, across all tenures.

We are committed to making sure accommodation acquired to house our homeless applicants meet the Decent Homes Standards and Homes-Fitness for Human Habitation Act 2018.

Importantly, we will continue to work with landlords to help raise standards: holding joint landlord workshops and forums with the Private Sector Housing Team. We will also update landlords on any changes in legislation around licensing requirements or health and safety compliance issues.

### **Statutory change has increased demand for housing, making building the right housing more important than ever**

The Homeless Reduction Act places additional duties upon us to prevent and relieve homelessness.

Since the implementation of the Act, demand for housing assistance has increased by over 200%. We are taking an innovative approach to meeting the demand for affordable housing, which is growing in H&F in line with the rest of London.

We are building more affordable housing across our five regeneration areas, and on sites within our ownership. We are also working with housing associations to start building more affordable housing, with all sectors contributing to providing new affordable housing schemes. We also continue to review the Council's Housing Allocation Scheme regularly to ensure we meet the needs of residents in the greatest housing need.

### **Welfare reform has meant more people come to us in crisis, every contact counts**

Changes to welfare benefits continue to have a significant impact on low income or non-working families' ability to secure and maintain accommodation in the borough.

While only 8.1% of residents claimed Universal Credit before COVID-19, 2020 has seen a big spike in applications – residents now need our help more than ever to stop economic difficulties leading to homelessness.

While we must work within the constraints of the homelessness and welfare benefit legislation, as well as budgetary demands, we will ensure the quality of contact that a resident has is the best it can be.

We also offer support to people affected by Welfare Reform – offering tenancy sustainment and welfare reform mitigation services.

People in crisis deserve to feel supported and listened to during their contact with the service, knowing that the council is working on their behalf. We also need to make things less confusing by acting as 'one Council' - if various internal departments are involved and multiple points of contact are required, we must make sure effective referral processes are in place to ensure access to all the right services.

## HOUSING DUTIES

Statutory Definition of Homelessness:

*“A household is considered statutorily homeless if a local authority decides they do not have a legal right to occupy accommodation that is accessible, physically available and which would be reasonable for the household to continue to live in” - MHCLG*

Crisis has defined Homelessness as follows:

*“Homelessness is about more than rooflessness. A home is not just a physical space; it also has a legal and social dimension. A home provides roots, identity, a sense of belonging and a place of emotional wellbeing. Homelessness is about the loss of all of these. It is an isolating and destructive experience and homeless people are some of the most vulnerable and socially excluded in our society”*

The duties set out by law relating to homelessness have changed considerably:

**Part 7 of the 1996 Act** sets out the powers and duties of housing authorities where people apply to them for accommodation or assistance in obtaining accommodation in cases of homelessness or threatened homelessness.

The Council has specific duties towards households that are;

- Eligible for assistance
- Homeless or threatened with homelessness
- In priority need
- Unintentionally homeless

Other homeless applicants may be 'vulnerable' and in priority need as a result of:

Old age; Mental illness; Mental handicap; Physical disability; Having been in care; Service in the armed forces; A period in custody; Having fled actual or threatened violence.

**The Homelessness Act 2002** ('the 2002 Act') places a requirement on housing authorities in England to formulate and publish a homelessness strategy based on the results of a review of homelessness in their district. This 2002 Act also amended several provisions in Part 7 of the 1996 Act to strengthen the safety net for vulnerable people. Section 1(1) of the Act gives housing authorities the power to carry out a homelessness review for their district and formulate and publish a homelessness strategy based on the results of the review.

**The Localism Act 2011** gives local authorities new powers to shape their approach to allocations manage their waiting lists and make them more effective, and **The Care Act 2014** places a duty on local authorities to protect the wellbeing of their residents by providing appropriate housing services and ensuring accommodation meets the care and support needs of older and vulnerable people.

**The Homelessness Reduction Act 2017** (HRA) ('the 2017 Act') places a set of duties on housing authorities to intervene at earlier stages to prevent homelessness in their areas and to take reasonable steps to prevent and relieve homelessness for all eligible applicants, not just people who have priority need under the Act.

The HRA places an emphasis on intervening earlier to prevent homelessness and places new duties on local authorities to provide advice and assistance to a broader range of residents.

The changes brought in by the new Act include:

- A need to provide single homeless people with effective advice and information about preventing homelessness
- An extension of the period considered to qualify as 'threatened with homelessness' from 28 to 56 days
- A new duty to prevent or relieve homelessness for all eligible people, regardless of their priority need or whether their homelessness was intentional
- New assessments and personalised housing plans ("PHPs") to be created for both the housing authority and the resident to record the actions they're taking to secure accommodation
- Suitability of private rented sector accommodation
- A new duty for other public bodies to inform the housing authority when they know that a resident is becoming homeless

### **There are positive changes on the horizon regarding the housing assistance we can give victims of domestic violence**

When passed through Parliament, the Domestic Abuse Bill will give those who are homeless as a result of fleeing domestic abuse priority need status for accommodation secured by the local authority.

## **HOMELESSNESS TRENDS**

Over the last five years, the number of people in temporary accommodation has been rising in England, moving up and down in Wales, and stayed quite stable in Scotland and Northern Ireland.

When homeless applicants are found accommodation, Scotland and Northern Ireland rehome almost all applicants in social housing, while England and Wales help people into accommodation across the social and private rented sectors.

Characteristics of homeless households are relatively similar across the UK, despite legislative and reporting differences; the largest groups seeking support include single person households without children, those aged between 25 to 49 years, and male.

Households seeking help for homelessness with a main household member aged over 60 years have increased in recent years, while those with a main household member aged under 24 to 25 years have decreased.

There has been an increase in the complexity of homeless household needs in recent years, particularly in relation to physical and mental health conditions.

Reasons for the loss of previous homes are broadly consistent across UK countries; often due to changing relationships or disputes within households.

It is estimated that the number of people rough sleeping is increasing in England, Wales and Northern Ireland, but decreasing in Scotland.

However, legislative changes in England have widened the number of households owed a homelessness duty. This may explain some of the increase in application numbers from 2018 onwards. England reported an increase from around 20,000 to 25,000 decisions made on applications in a three-month period prior to the changes, compared with around 60,000 assessments every three months following the new legislation.



## THE PICTURE IN H&F

### HOMELESSNESS AND ROUGH SLEEPING

#### HOMELESSNESS

**Homelessness is a particularly big issue in London.**

According to the Ministry of Housing, Communities and Local Government (MHCLG), there are 90,000 Homeless households in the UK, 63% of which are in London. Due to the economic uncertainty brought in by Brexit, and COVID-19, those numbers could still rise.

The proportion of households in temporary accommodation is higher in London than the rest of England. In London, there are 16.07 households living in temporary accommodation per 1,000, compared with 1.47 households per 1,000 in the rest of England. The increase in these numbers can be strongly linked to austerity and welfare benefit reforms since 2010.

**Hammersmith and Fulham has more expensive rents and more housing pressures than most other London boroughs.**

Hammersmith and Fulham is the fifth smallest borough and the sixth most densely populated area in London, where 1 in 50 people has no home.

Hammersmith and Fulham's residents face challenges of high rents, high housing prices and a shortage of affordable rented housing.

These challenges are heightened with welfare reform reducing benefit levels; Local Housing Allowances capping the level of Housing Benefit that can be paid, often well below the market rent; and, continued cuts to local government funding.

Considering the on-going impact of welfare reforms, and the continued pressure of increased costs for housing services resulting from the HRA, it is likely that the need for homelessness and housing advice services will increase.

Losing a private rented tenancy is the second biggest cause of homelessness in H&F. Where appropriate, we help households tackle the root causes of the crisis and help them to return to independent living, rather than to take them out of the private housing market for good.

Domestic abuse is one of the four main causes of homelessness in H&F. We had 114 homeless applications from survivors of domestic violence in 2018/19, where the loss of their home was due to 'domestic abuse'.

The latest figures from the Crime Survey for England and Wales show little change in levels of domestic abuse in years prior to the Covid-19 pandemic. In March 2018, an estimated 2 million adults had experienced domestic violence in the last year (1.3 million women and 695,000 men).

#### ROUGH SLEEPING

## **Most Recent figures in London**

In 2019, the number of people estimated to be sleeping rough in London had decreased for the first time in six years and is the largest decrease since 2010. There were 1,136 people estimated to be sleeping rough in London on a single night in autumn 2019. This was down by 147 people or 11% from the previous year.

The South West of England was the only region where there was notable increase in the number of people sleeping rough, all other regions were broadly similar or decreased with London and the West Midlands decreasing the most.

The majority of people sleeping rough in England are male, aged over 26 years old and from the UK. This is similar to previous years.

However, CHAIN data showed a previous rapid increase in the number of rough sleepers in the borough between 2008/09 and 2016/17; an increase of 328%.

There was a 30% reduction in the number of rough sleepers counted throughout 2018/19 compared to 2016/17; we are very pleased with this significant reduction but know we face several challenges in continuing to reduce the numbers and to meet our target of ending rough sleeping for good.

## **Breakdown of H&F Rough Sleepers in 2018-19**

In 2019, there had been a reduction in the proportion of new rough sleepers in the borough; 44% of people who were new rough sleepers had been in settled accommodation prior to sleeping rough for the first time, with 34% (29 people) having to leave private rented accommodation. There has been a small increase in the proportion of former rough sleepers who are rough sleeping again. Our strategy focuses on improving prevention and early intervention through better information, signposting and partnership working.

The causes of homelessness are complex with most in-borough homelessness approaches arising from:

- loss of private rented accommodation;
- exclusion by parent, relative or friend; and, domestic violence.

There are many risk factors associated with homelessness such as:

- substance abuse
- mental health issues, but these issues may also arise because of homelessness.

Though numbers had been reducing for years, before lockdown in March 2020 the number of rough sleepers in H&F had started to rise. We are taking action to make sure this is just a temporary rise in numbers. We are also working hard to ensure that everyone supported into accommodation as part of 'Everyone In' will continue to receive good services post-pandemic.

## WHAT WE'RE ALREADY DOING

Our homelessness prevention work sits alongside work on other issues - which are often related to homelessness or its causes.

While providing homelessness services, we are also working hard on;

- Tackling poverty
- Building an inclusive local economy
- Working with partners
- Preventing human trafficking
- Reducing the use of temporary accommodation
- Supporting victims/survivors of domestic violence
- Improving access to accommodation & support
- Providing drug and alcohol support
- Coordinated services
- Private sector supply and quality assurance
- Employment and training
- Maintaining our success against accommodating families in bed and breakfast

### *Tackling Poverty in H&F*

Homelessness does not exist in a vacuum. As the link between welfare reform and homelessness shows – homelessness often happens for financial reasons.

We are committed to helping residents living in poverty. Hundreds of new homes are being built, and many more improved, for local people. We are now building more genuinely affordable homes, to rent and to buy, than at any point in a decade. We also have an ambitious Industrial Strategy: we want to improve our economy in a way which benefits all residents. We have plans to ensure equality of opportunity, and a good standard of living, for all residents.

The H&F Independent Poverty and Workless Commission published their report looking at the causes of poverty, and how to tackle it, in 2017. We have not stopped there - we have continued to innovate and find new ways to help.

We know that people living in secure, affordable housing have more opportunities to access employment and skills training, and other routes out of poverty. But the sad fact is that 31% of our residents are currently living in poverty. While we work hard to tackle housing and economic inequality in the borough, people living in poverty need support to meet their daily needs – right now.

What we are doing to help residents living in poverty:

- **Housing inequality:** We are building more **affordable housing** to rent and buy, and working to end **rough sleeping** in H&F for good
- **Food poverty:** H&F now offer a universal free breakfast to every primary school pupil to help local families combat food insecurity. Our partners **Hammersmith & Fulham Foodbank**, who we help fund, provide emergency food parcels, and advice or referrals to other organisations. We also work with **Rose Vouchers**: a scheme to help people on low incomes to get fresh fruit and vegetables from local traders

- **The economy:** Hammersmith & Fulham is one of the fastest growing boroughs in terms of opportunity and prosperity – and we want to take everyone on that journey with us
- **Skills and jobs:** Our employment support service **WorkZone** helps residents gain the right skills and qualifications they need for work, and support access to work. We also work with **BEAM**, a charity which helps homeless people access steady employment and better housing options

Covid-19 has left more people experiencing unemployment and food poverty. We have been working hard to provide these services to the increasing numbers who need them, and coming up with new ways to help in the pandemic. For example, working with local businesses to make sure people can access food deliveries in lockdown, and stepping in to provide school pupils in need with free lunches over October 2020 half-term.

### *Building an inclusive local economy offering good work for the most vulnerable*

Universal Credit is putting an increasing number of residents living in the private sector at risk of homelessness. This is especially clear since COVID-19 led to mass redundancies. Supporting people to access work will be an important part of helping our communities recover from the pandemic.

Increased access to employment and training opportunities, such as BEAM, will result in increased social mobility and an increased ability for homeless applicants to afford rents in the private sector. The move to those referred into sustainable full-time employment will enhance life opportunities for those who will benefit most from that support.

H&F have an ambitious industrial strategy, *Economic Growth for Everyone*. We want to make our borough the best place to do business in Europe, and ensure that everyone benefits, not just a favoured few.

### *Partnership Working*

#### *Anchor Institutions*

Working with institutions like Imperial College and Westfield, as well as making the most of public sector employment services like Work Zone, we will provide more opportunities to meet the needs of the 6% of the borough's residents who are in the 10% most deprived nationally.

#### *West London Sub-Region*

In West London, we have strong working relationship with our sub-regional housing colleagues. We regularly come together to discuss shared issues, to respond to government calls for evidence, to collaborate on bids for central government funding, and to benchmark our services.

We have recently agreed a standard way to measure the work we do; helping us to better understand trends in our own performance, and to share best practice around service delivery. The sub-region has also successfully secured funding to helping us run more preventative services for potential rough sleepers, and an out-of-London private rented sector option.

#### *Employment & Training support*

Consultation responses show that you want us to provide more support to access training and employment opportunities.

## BEAM

H&F know that living in temporary accommodation can make it harder to look for work. We also know that finding steady employment can help residents to move out of temporary accommodation, and have more choice in their housing options. That's why we commission BEAM, to help homeless residents enter skilled, secure and well-paid work.

We are the first local authority in Britain to partner with BEAM, 2018's winner of the London Homelessness Awards. BEAM is a unique charity, and digital platform, which uses crowd funding to help people living in temporary accommodation to prepare for and enter employment. By running crowd funding campaigns to help pay for training and cover costs such as work equipment, rent deposits or laptops, BEAM helps people to find secure, well-paid jobs and move out of temporary accommodation for good.

BEAM has proven a powerful new model to help homeless people for the long-term to get into skilled work. More than 85 per cent of homeless people who completed training have started work in their chosen area, ranging from jobs as a bricklayer to a dental nurse.

## Work Zone

Our employment support service, WorkZone, is also supporting all residents of the borough (including residents who are homeless/at risk of homeless) access jobs and skills support.

Our in-house job brokerage service helps a broader range of residents to access training and sustainable employment. It is free to employers and residents, offering:

- CV development
- Tailored pre-employment 1-1 support
- Access to online job vacancies & training portal
- Schools & community outreach
- School work experience placements
- Support to employers, developing & recruiting apprenticeship and work experience offers

In 2018/19 the service helped 1,185 people into work

Between April 2019 and December 2019, a further 518 people were helped into work and 51 people were helped into apprenticeships.

## Employment support in the pandemic

Like the rest of the country, H&F saw a rise in unemployment as a result of Covid-19. Residents who become unemployed and threatened with potential homelessness are being assessed and assisted into tenancy sustainability or move-on support, employability provisions and budgeting advice through Housing Solutions, H&F Link and Support, H&F Assured Shorthold Tenancy (Private Rented Sector) Matching Service, the DWP, Work Zone, BEAM, Crosslight and Hammersmith Law Centre.

## CASE STUDY – BEAM

Tony, one of Beam's success story, wrote to update all the people who donated for him:

'Got some BIG news for you! As you might know, I passed my electrician training that was funded on Beam. I'm so proud to write now that I'm in work! I'm in a team doing the wiring on a new block of flats. It's really exciting to work on a big project and I'm learning loads. For the first time in decades, I have a structure in my life. And it feels great!

I remember when I heard about Beam for the first time - I thought it sounded too good to be true!! I never thought anyone would fund my campaign let alone 135 people! I'd like to thank each and every one of you again. You changed my life.

I am now moving away from benefits and will be putting aside a bit each month to one day fulfil my dream to have a home I can call my own. I'm also going to donate myself to Beam's members each month and am excited to hear how they get on. IF I CAN DO IT, SO CAN THEY!

If you haven't supported a Beam members, please consider it. There are so many people out there who have been through tough times with homelessness and other problems. They also deserve the chance to make the most of themselves.

For me now it's about staying focused. I never answer my phone in work hours, ask questions about anything I don't understand and each weekend, it's about some relaxation with friends and my boy but mostly recharging for the week ahead so I can stay sparky :)

I've enjoyed getting each message of support and comment so keep them coming but more than anything please help others.

Blessings, Tony'

## *Preventing Human Trafficking*

### *National Referral Mechanism (NRM) for victims of modern slavery & human trafficking*

Our Housing Advisers have all been trained on how to identify modern slavery and make necessary referrals. We have ensured that our staff are equipped to act as 'first responders' in cases of modern slavery & human trafficking.

The National Referral Mechanism (NRM) is the government's system for victim of Modern Slavery. It provides minimum a minimum of 45 days of support for adult victims regardless of their immigration status, whether their experiences are recent or not, or happened in the UK or abroad.

Only 'first responder' organisations can refer individuals to the NRM, and we are one of these. Under Section 52 of the Modern Slavery Act 2015, we have a Duty to Notify the Secretary of state when we come across a victim.

This is done through the NRM. Adults must give informed consent to enter and if consent is not given, an anonymous Duty to Notify form can be completed through the NRM portal.

The Governing Body, Senior Management Team and all employees are committed to ensuring that there is no modern slavery or human trafficking in any part of our business activity and in so far as is possible to holding our suppliers to account to do likewise.

### *Supporting victims/survivors of domestic violence*

Responses to the Homelessness and Rough Sleeping Strategy Consultation show that making sure there is support for people fleeing domestic violence is extremely important to residents.

### *Support agencies / refuge*

The latest figures from the Crime Survey for England and Wales show little change in the area of domestic abuse in recent years. For instance, In the year ending March 2018, an estimated 2.0 million adults aged 16 to 59 years experienced domestic violence in the last year (1.3 million women and 695,000 men)

Domestic abuse is one of the four main causes of homelessness in H&F. We had 114 homeless applications from survivors of domestic violence in 2018/19, where the loss of a settled home was due to 'domestic abuse'. Effective and compassionate assessments and a range of appropriate housing options, including refuges, are important parts of how we help.

We attend a multi-agency risk assessment panel (MARAC) as part of our commitment to work in collaboration with key partners around safeguarding children and adults from domestic abuse.

### *Domestic violence and child abuse in the pandemic*

There has been a slight increase in 2020/21 of people seeking homelessness help due to domestic abuse. Responding to this, and preparing for the upcoming Domestic Abuse Act, we are working closer with partners and the Greater London Authority to carry out a local needs assessment and create a domestic abuse strategy. We are also creating a sovereign Violence Against Women and Girls (VAWG) strategic partnership to continue to monitor progress and improve the ways we provide safe accommodation.

H&F Family Services reported a reduction in child abuse cases during lockdown. This is probably because professionals who work with Family Services have had less contact with



children and their families. H&F have a wide range of services that support children and families, with the aim of reducing risk. We have been working creatively to support as many families as possible safely despite these challenges, taking interventions online and limiting physical contact. When Housing encounters a case of suspected child abuse, a referral is made via the Family Services Front Door Team (ICAT).

#### *Maintaining success against using bed and breakfast*

H&F have successfully made sure zero families with dependent children have been put in bed and breakfast or nightly rate accommodation since 2015. We have managed to do this by intervening early and discussing housing options with homeless applicants on their first approach.

We have built into their personalised housing plans the option of securing accommodation in the private sector, registering with “Homefinder” for a permanent social let outside of London, accessing more affordable private rented accommodation outside of London with a resettlement support package in the local area. Also, we have increased our stage one accommodation which we use to place families and single applicants in, pending a move into alternative accommodation.

#### *Reducing the use of Temporary Accommodation*

*“I think housing needs to be long-term so people feel secure”* – Consultation response

The Council is committed to reducing the number of households in temporary accommodation, providing more housing options to support households to live independently.

Where appropriate, we will make use of new powers under the Homelessness Reduction Act 2017, discharging our prevention and relief duty by helping applicants access housing in the private sector within 56 days of them coming to us with a housing issue. For some households, renting in the private sector may not be a realistic option immediately; in which case the council will provide suitable temporary accommodation.

#### *Improving access to accommodation & support*

*“Help people specifically with a range of mental health support needs access supported accommodation in the community following the Housing First model”* – Consultation response

Access to accommodation and support is key to achieving an end to rough sleeping. To secure this, we have a well-established route into a range of supported and general needs accommodation for rough sleepers as well as people at risk of rough sleeping. We are reviewing all existing supported housing services.

These services currently include:

- First stage assessment beds
- Medium and 24-hour high support supported housing including self-contained facilities and training flats
- Housing First, an innovative approach for people with multiple and complex needs, which was piloted then expanded in 2019/20
- Good access to move-on options in the private rented sector and social housing.
- In-reach health services including nurse-led clinics
- Peer support



We are now recommissioning these services. We are also recommissioning our services for rough sleepers, and making sure all of our services are appropriate considering COVID-19; choosing self-contained accommodation over 'crash pad' style shared spaces.

*"We also need to establish that when we talk about safe housing, we are including public health approaches in housing to ensure these are healthy spaces. We must build on the lessons from Covid-19 around this."* – Consultation response

### *Coordinated services*

Early intervention to prevent people from sleeping rough is key to achieving our goal of ending rough sleeping. Therefore, we want services that are approachable and sensitive to the needs of people - services that encourage people to engage and get the help they need.

Those services need to be joined-up and working well together. They also need to be promoted well so people know where to go for help. We need to get it right first time and avoid people's circumstances worsening. We are strengthening the way that Adult Social Care and Housing working together, to improve access to multiple services at once.

*"A government's most important function is to ensure that its citizens have food, shelter, and safety. Some take that job more seriously than others, and I'm proud to live in a place that's at least trying to do better"* – Consultation response

### *Drug and Alcohol Support*

Despite some media portrayals, many people who experience homelessness do not have drug or alcohol support needs. But some homeless residents – just like some residents in general – do have one or more support needs, such as a mental illness, or issues with drug and alcohol use. Homelessness can be complicated. Providing access to affordable housing is not always enough to help residents break the cycle of homelessness. To provide a proper service to homeless residents, we need to make sure residents have access to the right support as well as access to housing. This support includes drug and alcohol services, where needed.

### *H&F's Drug and Alcohol Wellbeing Service, and The Alcohol Service*

H&F have specialist services which support people with drug and alcohol support needs. Adult Social Care work with Housing to help people access these services – to make sure residents' housing and support needs are both addressed.

H&F's Drug and Alcohol Wellbeing Service (DAWS) and The Alcohol Service (TAS) work in partnership with other agencies to reach as many residents as possible. DAWS and TAS also work with Housing to ensure that any housing needs are identified during their assessments, and action plans are put in place to reduce the likelihood of homelessness - sustaining tenancies. If someone working with DAWS and TAS is already homeless, DAWS and TAS work with the relevant housing teams to assess eligibility for housing assistance.

### *Substance use services for rough sleepers*

DAWS, delivered by Turning Point, provide outreach to rough sleeper projects and hostels. DAWS also conduct street outreach to ensure that offers of housing by local services are given alongside access to treatment. This is supported by the DAWS immediate on-the-day access to treatment and prescribing service - 'OutDAWS'.

### *Drug and Alcohol Support and the pandemic*

H&F's Drug and Alcohol Wellbeing Service (DAWS) and The Alcohol Service (TAS) work in partnership with other agencies to reach as many residents as possible. During the pandemic DAWS have received extra support from the community, including supplies for the Basic Supplies Project, as well as volunteer delivery drivers, and support from Fulham FC, whose club Doctor volunteered in the DAWS Covid Rough Sleepers Response.

The Alcohol Service provided by Change, Grow Live (CGL) played a key role in supporting people placed in hotels when lockdown initially took place. CGL provided an 8am-9pm support service led by a Nurse with on-call support from the Lead Nurse and Consultant Psychiatrist, as well as raising awareness with partners and support staff in hotels. TAS also provided support at the very start of the pandemic to the end of September, whilst rough sleepers were living in hotels. Nurses and doctors also worked collaboratively with partnership agencies and sign posted some residents to continue the treatment after they were moved from hotels to different accommodation.

### *Private sector housing and housing quality*

The law allows us to discharge a homelessness duty to a household if we can secure a private sector tenancy with a 'fit and proper' landlord. The only condition is that the accommodation must be affordable and suitable for the household's needs.

For many years, we have been brokering private rented sector accommodation for households faced with homelessness, as an alternative to Temporary Accommodation: assisting 150 households this way in 2017/18. Many households seeking temporary accommodation will have been living in the private rented sector for years until they encountered a crisis, such as unemployment, arrears, a rise in rent, or ill health.

Some landlords have been hesitant for us to meet local housing needs through assisting people into private rented accommodation. However, it is important that we work with landlords to improve access to private rented housing. With social housing shortages, we can help more people by assisting them to live in the private rented sector. When doing this, we demand that good lettable standards are maintained.

We set an example for private landlords, using our powers of persuasion and negotiation to bring about improvements in standards. Where this fails, we step in to enforce robustly against inadequate stock maintenance and poor management in the private sector, sustaining tenancies wherever we can to control the re-occurring cycle of homelessness.

While landlords are aware that we have limited powers to bridge the gap between the local housing allowance and the market rents, most of our local landlords strongly support us to raise standards in the sector. Our promise is to be vigilant in reporting rogue landlords and eliminating them from council's property procurement process. It is important that the council supports responsible tenants and ensures that landlords provide good quality accommodation.

### *Private sector evictions and the pandemic*

There has been a moratorium on evictions throughout the pandemic for all but the most extreme cases. In 2020 this meant tenants in the private rented sector were protected from eviction, but this could be storing up problems for the future. Research has shown that many private tenants are accruing arrears; we are likely to see more residents threatened with homelessness from the private rented sector once evictions proceedings start up again. We have strengthened our

relationships with colleagues working in private sector housing enforcement and are

## CASE STUDY – HOUSING FIRST

W is a 51-year-old female. W experienced a chaotic and abusive childhood and was alcohol dependent from an early age. After a long prison sentence, W was asked to leave the family home which led to sofa surfing and eventual street homelessness. To cope with her traumas and the challenges of rough sleeping, W began to use crack and heroin which led to a rapid deterioration in her mental health. In 2015, W moved in hostel accommodation but it became quickly apparent this was an unsuitable environment and her substance use increased dramatically and her physical and mental health declined. During this time W made a number of intentional suicide attempts and she was sectioned three times in a 12-month period.

W began working with Housing First in 2017. W was supported to engage with substance use services and, despite a few early relapses, she has now maintained abstinence since October 2017 when she moved into independent accommodation. W engages positively with mental health services and there have been no instances of self-harm or suicidal ideation. Working with primary healthcare W now receives treatment for arthritis, hypothyroidism, COPD and neuropathic pain which impairs her mobility. Having her health issues clarified has given W more of a sense of ownership and she is now very proactive in managing her conditions.

Due to her social vulnerability W has, with high levels of support around assertiveness and boundaries, cut herself off from her previous peer group and is a central figure in her new community. Despite her health conditions she is regularly seen litter picking, dropping hot meals off to elderly neighbours and walking ill neighbours' dogs with her mobility scooter.

## OUR PRINCIPLES AND OBJECTIVES

### OUR PRINCIPLES

Looking at our vision and values alongside our national and local context, we have identified three core principles to underpin our mission to prevent homelessness and end rough sleeping.

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#### PRINCIPLE 1. EARLY INTERVENTION AND PREVENTION

**We want to focus our services and partnerships on addressing homelessness early before residents reach crisis point. We are building robust, people-centred solutions to homelessness.**

77% of respondents to the strategy consultation identified early intervention as key to preventing homelessness.

This principle marries three corporate values: Caring & Compassionate Council; Doing things with Residents, not to them; and Ruthlessly Financially Efficient. We know by doing things with residents, not to them, we are more likely to achieve resident centred solutions that succeed in intervening early. We know that early intervention reflects care and compassion but also financial efficiency by saving both the human cost of homelessness and rough sleeping as well as the financial cost to the taxpayer of escalation to crisis.

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#### PRINCIPLE 2. RESIDENT FOCUS

**Through enhanced partnership working, early intervention and more efficient handling of residents' cases, we want to improve residents' experience and develop a more seamless and collaborative way of working to serve our residents.**

Responses to our consultation emphasised the importance of building trust with residents. This principle marries the values of a Caring & Compassionate Council with doing things with Residents, not to them. H&F is committed to creating a culture of co-production; working with residents and involving them in decision making. We know by working with residents we can improve the resident experience and more effectively meet needs, and create the services residents want and need. Our commitment to co-production will be underpinned by a people focused approach, with continuous analysis of our data and a willingness to pilot new and innovative solutions.

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#### PRINCIPLE 3. WORKING IN PARTNERSHIP

**We want to work closely with third sector partners and other public authorities to prevent homelessness; recognising that we all have an important part to play in intervening earlier and supporting residents.**

In responses to our consultation, we were reminded of the expertise of our partners. Our corporate value of doing things with, not to, compels us to work collaboratively with our West-London partners, pan-London, our private providers and across the council services and departments.

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### INTRODUCING THE FIVE STRATEGIC OBJECTIVES

Our five strategic objectives form our plan to prevent homelessness and end rough sleeping. These objectives are; **End Rough Sleeping in H&F for Good, Better Partnership Working, The Right Housing Solutions, Improved Resident Experience: Every Contact Counts, and Safe Housing Solutions.**

These objectives are 'live;' they respond to the changing landscape in housing, as well as the Rough Sleeping Commission's Report. While the Housing Strategy explores these issues more broadly, here we focus in on what needs doing now.

## **OBJECTIVE 1: END ROUGH SLEEPING IN H&F FOR GOOD**

*“This cannot just be about dealing with homelessness, but addressing the many factors that lead to it, i.e. treat the causes not the symptom” – Consultation response*

### **Our Commitment**

We are determined to ensure no one has to sleep rough in Hammersmith and Fulham by 2022 and will do this by implementing a stronger prevention framework; better coordination of our emergency response; and ensuring the adequate supply of a range of housing options and support for rough sleepers and people at risk of rough sleeping

### **Action Plan**

### Implement a stronger prevention framework across a range of organisations:

- Ensure everyone at risk of rough sleeping is accommodated by adopting a No First Night Out approach in our housing solutions service
- Involve the public in tackling rough sleeping through Hackathons; information campaigns; working with local businesses
- Build stronger partnerships and more joined-up services across health, social care, housing, public health, the police, and voluntary organisations.
- Embed a psychologically informed environment<sup>2</sup> approach in supported housing and other rough sleeper services to increase engagement and prevent a return to rough sleeping
- Ensure support is available to private tenants at risk of sleeping rough
- Provide clear information and early signposting to services that people need to prevent rough sleeping
- Work with West London regional authorities to deliver the Somewhere Safe to Stay hub for people at risk of rough sleeping
- Develop our links with faith and community-based organisations to raise awareness and identify solutions to rough sleeping
- Work with local prisons and probation teams to improve access to accommodation for people leaving prison.
- Establish a multi-agency panel for early intervention to prevent evictions from social housing.

### Better coordinating our emergency response

- We will build on existing local and pan-London services to provide a co-ordinated emergency response to prevent rough sleeping and for people who are already rough sleeping. We will develop our emergency response by:
- Providing a new emergency night-time “crash pad” for up to eight rough sleepers who cannot access hostels or other forms of accommodation. This means we will have an immediate solution for rough sleepers who are not eligible for other services
- Providing more legal advice for people who are, or are at risk of, sleeping rough
- Working with the voluntary sector to organise and design day services around the experience of people who sleep rough
- Ensuring the Outreach Team can respond rapidly to help people off the streets
- Ensuring we fully implement the emergency protocols in severe weather periods

### Ensure access to and adequate supply of a range of housing options and support for people at risk of or rough sleeping.

- Review the priority banding for the nomination quota available for people moving on from supported housing
- Expand the Housing First service for rough sleepers or those at risk of rough sleeping with multiple needs
- Work with private landlords and Registered Providers to increase access to housing for rough sleepers
- Reduce evictions and the length of stay in supported housing
- Provide floating support to help people manage and sustain their accommodation
- Reduce the waiting time for people in the No Second Night Out Hub and temporary accommodation to access supported housing.

## OBJECTIVE 2: BETTER PARTNERSHIP WORKING

*“There are many charities that provide support for the homeless... they all have differing experience and expertise in helping the homeless so it would be good to have a coordinated approach.”* – consultation response

## **Our Commitment**

Work with a range of third sector partners and other public bodies to maximise early intervention and homelessness prevention.

## **Action Plan**

- Continue to establish the new ‘duty to refer’ with other public bodies, ensuring that it is working effectively to inform us when residents are at risk of homelessness so that we can intervene earlier.
- Use the data that we are gathering from referrals from other public bodies to understand the trends and focus in the right places.
- Expand our joint learning with internal and external partners so that they can better understand the housing offer; working towards a unified message to residents about how we can help.
- Make the best use of our third sector advice contracts to achieve better prevention of homelessness outcomes.
- Work more efficiently so that we can free up time to focus on prevention before the point of crisis.
- Maximise opportunities to access government funding to assist us in providing a better service.
- Providing support for young people including tackling worklessness and ensuring strong links with partners including drugs and alcohol services, and mental health when required.

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## **OBJECTIVE 3: THE RIGHT HOUSING SOLUTIONS**

*“Quicker void turnaround in social housing to ensure flats are occupied to their maximum potential”*  
– Consultation response

## **Our Commitment**

We will deliver a diverse range of housing solutions to meet the housing needs of our residents.

## **Action Plan**



- Introduce and make available a variety of new packages to assist our residents seeking to access the private rented market.
- Reduce the number of households in temporary accommodation by securing more affordable rehousing opportunities in the private rented market.
- Review the Council's void programme and employ new contractors to deliver improvements and efficiencies to minimise void times and bring properties back into use for residents.
- Work to deliver up to 1,500 new genuinely affordable homes and 500 homes for part ownership.
- Carry out a full review of the Council's Housing Allocation Scheme in consultation with registered providers and residents to ensure we prioritise those households with the greatest housing need.
- Identify and create new innovative rehousing routes to deliver a choice of housing solutions for residents. We are carrying out tenancy audits to get to know our residents better to provide a mix of affordable housing options, including homes for social and private rents, ownership and part-ownership.
- Review and update the Accessible Housing Register
- Build closer working relationships with Registered Providers in the borough through regular liaisons to maximise modern and innovative housing opportunities.
- We will work with our partner RBKC (Royal Borough of Kensington and Chelsea) to provide 9 additional caravan pitches for H&F Gypsy and Traveller communities by 2030 in line with the Joint Gypsy and Traveller Accommodation Needs Assessment (GTANA)
- Carry out a houseboat dwellers accommodation needs assessment

## **OBJECTIVE 4: IMPROVED RESIDENT EXPERIENCE: EVERY CONTACT COUNTS**

*"It is of the utmost importance that these people can deal with people they trust...This is not just a clerical job."* – Consultation response

### **Our Commitment**

We will handle every case with sensitivity and proficiency and make every contact count. This is increasingly important as residents who approach the Housing Solutions service as homeless or at risk of homelessness are usually in crisis and experiencing several stresses in their lives.

### **Action Plan**



- Improve resident satisfaction of the Housing Solutions service ensuring their experience of the service feels joined-up, seamless, is as efficient as possible, and residents feel empowered and supported, not having to unnecessarily navigate multiple departments and agencies.
- Ensure staff-resident interactions are slicker and steps and processes for services delivered are clearer and communicated effectively by trained and competent staff.
- Increase the supply of affordable accommodation and provide extensive homelessness prevention and tenancy sustainment support for households.
- Mitigate the effects of welfare benefit changes by providing tailored advice and support and increasing employment/training opportunities, whilst working in partnership with relevant statutory services and voluntary sector to achieve sustainable outcomes for those affected.
- Continue to gather evidence for more effective service delivery and embed the messages to develop preventative approaches to: address problems earlier; reduce the cycle of repeat homelessness applications; reduce the use of and improve move on from temporary accommodation; reduce level of arrears and sustain tenancies and put an end to no fault evictions; and help people with complex needs and no access to public funds.

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## OBJECTIVE 5: SAFE HOUSING SOLUTIONS

*“somewhere to sleep, feel safe is a human right.”* – Consultation response

### Our Commitment

Delivering safe housing solutions by supporting high standards in the private rented sector, working with the third sector to support victims of domestic violence, and maintaining our record of no children in B&B accommodation, and prioritising fire, gas, water, electrical, lift and asbestos safety in our own stock.

### Action Plan

- reducing the number of households in temporary accommodation, providing more housing options to enable households to live independently.
- Continue to work in partnership with Children’s Services and Health and other statutory and non-statutory agencies and the third sector to support survivors of domestic abuse into safe accommodation and to reduce exposure of children to domestic abuse
- successfully retained zero families with dependent children in bed and breakfast or nightly rate accommodation
- be vigilant in reporting rogue landlords and eliminating them from the Council’s procurement process
- support responsible tenants and ensure that landlords provide a good quality

## STRATEGY ON A PAGE

The mission to prevent homelessness & end rough sleeping

### Principles

- |   |  |   |
|---|--|---|
| 1 | <b>EARLY INTERVENTION &amp; PREVENTION</b> | Focusing our services & partnerships on addressing homelessness early before residents reach crisis point. Building robust, people-centred solutions to homelessness. |
| 2 | <b>RESIDENT FOCUS</b>                      | Enhanced partnership working, early intervention and efficient handling of residents' cases to improve residents' experiences.  |
| 3 | <b>WORKING IN PARTNERSHIP</b>              | Close work with partners to prevent homelessness seeing all intervening earlier & supporting residents to prevent homelessness & rough sleeping.                      |

### Strategic Objectives

### Actions

- |   |   |   |
|---|---|---|
| 1 | <b>ENDING ROUGH SLEEPING IN H&amp;F FOR GOOD</b>      | Stronger prevention framework<br>better coordinated emergency response<br>adequate supply of a range of housing options & support   |
| 2 | <b>PARTNERSHIP WORKING</b>                            | Working with a range of third sector partners and other public bodies to maximise early intervention and homelessness prevention.   |
| 3 | <b>THE RIGHT HOUSING SOLUTIONS</b>                    | Diverse range of housing solutions reflecting residents housing needs   |
| 4 | <b>RESIDENT EXPERIENCE &amp; EVERY CONTACT COUNTS</b> | Handle every case with sensitivity and proficiency and make every contact count.  |
| 5 | <b>SAFE HOUSING SOLUTIONS</b>                         | Raise our own fire, health and safety standards and set an example in the private rented sector, work with the 3 <sup>rd</sup> sector to support victims of Domestic Violence |

Document name	Homelessness and Rough Sleeping Strategy 2021
Version number	2.7
Updated by	Beatrice McGuire
Date	21/04/2021

## **H&F Tenancy Strategy 2021 Draft**

### **1.0 Introduction**

The aim of this document is to:

- State H&F's position on the types and use of tenancies for its social housing stock.
- Inform partnering Registered Social Housing Providers (RSHPs) in H&F of the Council's view on the use and issue of assured and flexible fixed term tenancies for social housing they own and manage in our borough.
- To ensure there is a consistent approach to the types of social housing tenancies issued in H&F across all social housing providers; ensure that affordable housing is genuinely affordable; and to support our residents.

In keeping with this, the strategy will outline the use of and circumstances for issuing the following types of tenancies:

- Lifetime tenancies
- Introductory Tenancies
- (Flexible) Fixed Term Tenancies
- Licenses to Occupy

### **2.0 Background**

- 2.1 The Localism Act 2011 introduced a requirement for all local authorities with a housing responsibility to produce a Tenancy Strategy to which local social housing providers must have regard. The primary aim of the Act was to introduce greater local choice and flexibility for councils and housing associations in managing social housing and to encourage opportunity and independence for tenants.
- 2.2 Social landlords were given the ability to provide new tenants with a fixed-term tenancy, over the traditional lifetime (secure/assured) tenancy, if it considered it more appropriate and a better use of its stock, with the fixed-term lasting a minimum of 2 years in certain exceptional circumstances.
- 2.3 Social landlords were able to determine the length of the fixed-term offered to each tenant on an individual basis based on their own policy, setting out the criteria to be used to determine whether to re-issue a new tenancy at the end of a fixed-term, and the appeal process.
- 2.4 Existing tenants who were currently on assured or secure tenancies were not affected by these changes and retained their existing security of tenure and other terms and conditions, including the right to buy /or acquire, existing

succession rights and the right to exchange their tenancy with another secure tenant.

- 2.5 This change was in the context of the introduction of Affordable Rents for social housing, at up to 80% of market rents. At the same time, the government was starting to implement fundamental reforms to the welfare benefits system, including reductions in the Local Housing Allowance (LHA) payable to tenants in the private rented sector, reductions in benefits available to social tenants deemed to be under-occupying their homes, and the introduction of Universal Credit as a single welfare payment for benefit claimants of working age.

### **3.0 Tenancy strategy requirements**

- 3.1 Local authorities are required to publish a tenancy strategy which should set out its position on the use of fixed term tenancies and what it expects of RSHP's in their local authority area in forming policies for:
- Type of tenancies they will grant
  - The circumstances in which they will issue a tenancy of a particular kind.
  - Where they issue tenancies for a fixed term, the lengths of the fixed term.
  - The circumstances in which they will issue a further tenancy when the existing fixed term tenancy ends.
- 3.2 In addition RSHPs must publish clear and accessible policies which outline their approach to tenancy management, including interventions to sustain tenancies and prevent unnecessary eviction and granting discretionary succession rights. This will also include information on:
- the type of tenancies they grant
  - the circumstances in which they will issue a tenancy of a particular kind
  - where they issue tenancies for a certain term, the length of the term
  - the circumstances in which they will issue a further tenancy when an existing tenancy comes to an end.
  - the succession criteria and whether this is extended beyond a spouse, civil partner or those in equivalent relationships.
- 3.3 In developing their tenancy policies, RSHPs must have regard to the position provided by H&F in this document.

### **4.0 Consultation**

- 4.1 Before adopting this amended tenancy strategy, H&F has carried out a consultation on the draft Tenancy Strategy.

As part of this process, we have:

- (a) sent a copy of the draft strategy, to every RSHP with housing stock within the borough and published the document on the council's website.
- (b) given RSHPs and residents an opportunity to comment on these proposals.
- (c) invited residents to complete a short questionnaire about our approaches to offering lifetime and fixed term tenancies and their views on the draft strategy.

- 4.2 We received a positive response from RSHPs: one stated that they are happy and agree with our approach of offering lifetime tenancies; another commented that their own policies are very much aligned with our tenancy strategy.
- 4.3 90% of residents who responded to our consultation agreed with our approach to issuing lifetime tenancies. 72% agreed with our view that we should only use fixed term tenancies in limited situations.
- 4.3 We have considered all comments and suggestions raised in the tenancy strategy consultation and have included them in the strategy where appropriate.

## 1.0 Supporting Policies/Documents

- 5.1 In developing this strategy H&F has regard to its own:
  - 5.1.2 Housing Strategy 2021, which sets out our vision for the next 5 years, underpinned by our 5 key objectives:
    - Working with Residents to Meet Housing Needs
    - Safe, Sustainable Housing
    - Making H&F a Great Place to Live
    - Delivering More Homes for Residents,
    - Preventing Homelessness and Ending Rough Sleeping
  - 5.1.3 Homelessness Strategy which will sets out the principles under-pinning our approach to homelessness.
  - 5.1.4 The Scheme of Allocations 2020 (and associated documents such as Local Lettings Plans) which sets out the rules by which affordable housing and other accommodation available to the Council is allocated to applicants who are eligible and qualify to be on the Council's Housing Register.
  - 5.1.5 The Mayor's London Strategy, particularly its expectation that councils and housing associations should consider the impact their asset management policies will have on the ability of Londoners of different incomes to **continue to live locally**.

"London depends on people of many different means and backgrounds being able to live here and contribute to its vibrancy and economic success. The capital's stock of social housing, built up over many years, forms the

foundation of our mixed city – affordable homes are more central than ever to making sure **all** Londoners can play their part in the city's economy and society". *London Housing Strategy 2018-20*

## **6.0 H&F's tenancy Strategy Approach - Lifetime tenancies**

- 6.1 Hammersmith & Fulham Council believes that suitable and affordable housing is key to improving the health, wellbeing and economic resilience of our residents. A lack of housing security has impacts on mental health and prevents individuals from being part of a thriving, mixed and settled community.
- 6.2 Lifetime tenancies support our residents to build long-term support networks and offer support back to their community. It enables them to know and feel safe in the area where they live, and to build successful sustainable communities. We do not believe fear of losing your home every 2 or 5 years is an incentive for people to gain employment or invest in their home and community, or to maintain strong mental health and resilience.
- 6.3 For this reason, H&F will continue to grant lifetime "secure" tenancies as the preferred choice for all our general needs housing and will only consider using fixed term tenancies under a local lettings plan, where lifetime tenancies are not suitable, and it will bring empty homes into its social housing stock for letting at an affordable rent.
- 6.4 We do, however, want to make the best use of stock, especially family sized properties and will create incentives and support voluntary schemes, including the London Mayor's Housing Moves and Seaside & Country Homes schemes, to help tenants downsize and move to the most appropriately sized accommodation.
- 6.5 H&F wants to see the use of lifetime tenancies as the first choice for RSHPs working in our Borough, to contribute to building our stable, cohesive, and vibrant communities. We want all the borough's social housing tenants and their families to feel secure, with a long-term connection to their neighbourhood.
- 6.6 We ask RSHPs to join H&F in granting Secure/ Assured Tenancies to:
- All new tenants whose introductory/probation tenancies have been successfully completed.
  - Tenants who had a secure or assured tenancy before 1st April 2012 and who are transferring to another social rented home.
  - Those who are the beneficiary of a succession or assignment of a secure or assured tenancy.
  - Existing tenants, who are undertaking a mutual exchange, provided they have held a periodic or assured tenancy before 1st April 2012.
  - All sheltered housing tenancies.

- 6.7 This means if tenants pay their rent and service charges and meet all the other terms and conditions of the tenancy, then they remain in their homes for the rest of their lives. This must be their principal home (i.e. they must not have another home available to them) and not be subletting to other households.
- 6.8 In addition, there are opportunities for family members to succeed to the tenancy if the tenant dies, as set out in the Council's Housing Allocation Scheme. Succession rules changed for tenancies granted after 1 April 2012 restricting succession to joint-tenants, spouse/civil partner or cohabitee. In the interests of supporting our residents, preventing homelessness and being a compassionate council, Hammersmith & Fulham Council has a discretionary policy which it will apply in certain circumstances; we aim to support family members negatively affected by the change in legislation and where deemed appropriate to consider awarding a new lifetime secure tenancy of the property, dependent on their assessed housing needs.
- 6.9 When working with our partner registered landlords, particularly where we provide funding or land for development, in the absence of any GLA funding, we will also want more for our residents through lower rents and lifetime tenancies where appropriate on a scheme-by-scheme basis.

## **7.0 Introductory/Probationary tenancies**

- 7.1 As part of their lifetime tenancy, a one year Introductory/Probationary Tenancy should be offered to those households who have never held a social housing tenancy, to assist them to understand their responsibilities and encourage borough residents to abide by the terms of their tenancy.
- 7.2 H&F and RSHPs should use this period to identify issues which may put their tenant's tenancy at risk and work with the tenant to resolve these, and to prevent homelessness through tenancy termination.
- 7.3 Introductory Tenancies should then be converted to lifetime tenancies unless there has been a serious tenancy breach that cannot be managed using other tools or through an extension of the introductory period for 6 months.
- 7.4 An Introductory Tenancy can only be used for new tenants. They should not be used for tenants transferring from a secure council tenancy, an assured RSHP tenancy or mutual exchanges - where 2 existing tenants undertake a house swap.

## **8.0 Fixed Term Tenancies – H&F Strategic use.**

- 8.1 As stated above, H&F believes that the provision of lifetime secure or assured tenancies is the best option, and we will only consider using fixed term tenancies in limited situations.
- 8.2 The Council's Housing Allocation Scheme gives the Council authority to adopt Local Lettings Plans (LLPs) in accordance with government guidance. Any decision to use Fixed Term tenancies is likely to feature the Council using this

power. The purpose of LLPs is to adopt a different approach to lettings in an area where the Council wishes to achieve certain objectives, such as meeting specific housing needs, which may include assisting residents from certain employment groups.

8.3 Examples where H&F may consider using Fixed Term tenancies in the future are:

- Working with schools to bring unused caretaker lodges back into the social rented sector for let as social housing to teachers at the school, to enable them to live and teach in the borough at an affordable rent.
- To provide affordable rented housing for our front-line workers in public health that enables them to live and work locally, in providing residents with the health service they deserve.

8.4 In these cases, H&F will explore issuing a 2-year fixed term. This would enable the key worker to settle in the borough while they plan their future housing pathway, receiving support and advice to do this. Use of fixed term tenancies in this way will ensure specialist property of this nature is brought back into the social rented stock and can be used to its full potential, to provide housing to subsequent key workers in the borough.

8.5 More detail on the Council's approach to LLPs can be found in the Housing Allocation Scheme and consultation will take place on individual proposed LLP proposals. If it is decided to grant fixed term tenancies the LLP will include details about the length of the fixed term and the circumstances in which the Council will grant a further tenancy at the expiry of the fixed term.

8.6 As a minimum the Council will conduct a review of the tenancy and the tenant's circumstances within nine months of the date that the tenancy is due to end. The purpose of the review will be to provide advice and support to transition to alternative housing options, with an emphasis on progression to low-cost home ownership options where appropriate.

8.7 Where tenants are not able to move independently to alternative accommodation, a further 2-year tenancy may be considered. The tenant's management of their tenancy and adherence to tenancy terms will be considered in making any decision about the granting of a further tenancy and where applicable their contract status with their employer.

8.8 If the Council decides not to renew the fixed term tenancy, tenants will have the right to request full details regarding the reasons behind the decision, and to request a review of that decision by an officer senior to the initial decision maker.



- 8.9 H&F will set out the full review and appeal process as an addendum to the 2-year fixed term tenancy agreement when drafting and issuing these tenancies, should it decide to use them.

## **9.0 Fixed Term (flexible) Tenancies – advice for RSHPs**

- 9.1 When deciding on type and length of tenancy, RSHPs should consider the needs of the individual household, what the accommodation is for, community sustainability as well as effective use of its housing stock.
- 9.2 We ask that partnering RSHPs follow H&F's position on the use of flexible fixed term tenancies, and issue assured tenancies for the housing they own and manage within the borough.
- 9.3 We acknowledge that fixed term tenancies can ensure social housing stock is available for those who need it most but the use of these tenancies should be the exception and needs to be balanced with the importance of creating sustainable communities where residents have long term commitment to the area in which they live. Longer term tenancies provide residents with the stability and security they require to maximise their life opportunities.
- 9.4 Where Registered Providers decide to use fixed term tenancies, the following factors should be considered:
- Any fixed term tenancy should be for a minimum of five years.
  - Shorter term tenancies (2 years) should only be used in exceptional circumstances, for example, where the accommodation is only intended to be short term stepping-stone to accessing affordable independent housing for adult dependents in over-crowded households.
  - All prospective tenants should be given clear information on the type of tenancy being issued, the reasons for offering that tenancy and how the tenancy will be reviewed when they sign for a tenancy.
  - Where a fixed tenancy is used by the Council or a Registered Provider support, information and advice services must be available to the new tenant to help them understand their housing options and empower them to move on at the end of the fixed term.
  - Decisions to end a fixed term tenancy should be proportionate and tenants should be provided with clear, accessible guidance on the internal appeal process within the RSHP.

- Registered Providers should have within their Tenancy Policy details of how frequently a fixed term tenancy should be reviewed and what factors should be considered as part of that review.
- 9.5 H&F expect a fixed term tenancy to be renewed except where the property is part of an LLP or special scheme, or where there have been significant tenancy breaches, for example serious ongoing anti-social behaviour.
- 9.6 When a fixed term tenancy is reviewed, its renewal should consider a balance of factors including family circumstances, community contribution and the impact on the council's commitment to end homelessness and rough sleeping in the borough.
- 9.7 RSHPs should give at least six to nine months' notice to a tenant if the tenancy will not be renewed; the reasons for ending the tenancy should be clearly set out and information should be given on how to make an appeal.
- 9.8 Where the tenancy is to be terminated reasonable efforts should be made to secure suitable alternative accommodation and consideration given to extending the tenancy until alternative suitable accommodation can be found.
- 9.9 As of 1 October 2018, the Homelessness Reduction Act (2017) introduced a new requirement on RSHPs to notify councils of residents they think may be homeless or threatened with becoming homeless. RSHPs must inform H&F's Homeless Advice team when a decision has been taken to end a tenancy.

## **10 License to occupy/non-secure tenancies (licences).**

- 10.1 In order to terminate, and gain possession of, a non-secure tenancy, the landlord is not required to prove any statutory ground. All that is required is for the landlord to serve on the tenant a valid Notice to Quit. Following which, a claim for possession may be brought. The tenancy will subsequently end on the date specified in the court order for possession. Therefore H&F will only issue licenses to occupy in very limited circumstances only, namely:
- 10.2.1 When a homeless household is placed in temporary accommodation owned by the Council by virtue of Homelessness legislation. Once permanent housing is found an Introductory, followed by a secure tenancy will be given.

## **11.0 Monitoring and Review**

- 11.1 This Tenancy Strategy will initially be reviewed one year after it's adopted, to ensure our position on the use of lifetime and fixed term tenancies remains appropriate, and to review any impact from legislative or policy changes. Any major revision to the strategy will be considered in consultation with all relevant parties, who will be given a reasonable timescale to respond and comment as appropriate.
- 11.2 Data from H&F and RSHPs operating in the borough will be used in this review process.

- 11.3 H&F continues to have a good working relationship with RSHPs operating in the borough and we are keen to continue to improve these relationships and welcome their views regarding areas where better joint working would be beneficial.

## **12.0 Equalities**

- 12.1 H&F has a duty under the Equality Act 2010 to have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
  - Advance equality of opportunity between people who share a protected characteristic and those who do not.
  - Foster good relations between people who share a protected characteristic and those who do not.
- 12.2 For the purposes of the Act the protected characteristics are disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation.
- 12.3 H&F has completed an Equality Impact Assessment for this strategy.
- 12.4 We expect RSHPs to carry out an Equality Impact Assessment of their own strategy to ensure the needs of all groups are considered and that particular groups of people are not adversely affected by it.

## **13 Linked Strategies**

This tenancy strategy flows from the Housing Strategy 2021. The tenancy strategy is informed by, and should be read alongside, the following H&F documents. All documents can be accessed on the Hammersmith & Fulham Council website:

H&F Housing Strategy 2021

H&F Scheme of Allocations 2020

H&F Homelessness and Rough Sleeping Strategy 2021

We are also protecting our tenancies for the future through our [Defend Council Homes Policy](#).

Document name	Tenancy Strategy 2021
Version number	2.2
Updated by	Beatrice McGuire
Date	08/03/2021

## H&F Equality Impact Analysis (EIA) Tool

### Conducting an Equality Impact Analysis

An EIA 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.

The tool is informed by the [public sector equality duty](#) which came into force in April 2011. 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:

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- 1. Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited under the Equality Act 2010**
- 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 these three tenets.

## 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 Strategy & Communities team for support.

Further advice and guidance can be accessed online and on the intranet:

<https://www.gov.uk/government/publications/public-sector-equality-duty>

<https://officesharedservice.sharepoint.com/sites/Governance/SitePages/Reports.aspx>

## H&F Equality Impact Analysis Tool

Overall Information	Details of Full Equality Impact Analysis
Financial Year and Quarter	2020/21 / Q4
Name and details of policy, strategy, function, project, activity, or programme	<p>Title of EIA: Homelessness and Rough Sleeping Strategy 2021 (New)</p> <p>Short summary:</p> <p><b>The Homelessness and Rough Sleeping Strategy</b> sets out the Council's approach to the prevention of homelessness and ending rough sleeping.</p> <p><b>The Tenancy Strategy</b> sets out the Council's approach to the kinds of affordable housing tenancies granted in the borough.</p>
Lead Officer	<p>Name: Beatrice McGuire</p> <p>Position: Senior Housing Strategy &amp; Growth Officer</p> <p>Email: Beatrice.mcguire@lbhf.gov.uk</p>
Date of completion of final EIA	20 / 01 / 2021

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Section 02	Scoping of Full EIA
Plan for completion	<p>Timing:</p> <p><b>Homelessness and Rough Sleeping Strategy Consultation</b></p> <p>The Homelessness and Rough Sleeping Strategy consultation follows two major consultation and review processes: work carried out by the Homelessness and Rough Sleeping Commission culminating in the report "Ending Rough Sleeping in Hammersmith &amp; Fulham" published January 2018; and the Housing Strategy Consultation, which took place in 2019.</p> <p>6. The Homelessness and Rough Sleeping Strategy consultation ran between 09 and 28 February 2021.</p>

The views of residents (including Tenants and Residents Association representatives), local Registered Providers and third sector partners were gathered using an accessible online questionnaire hosted on CitizenSpace.

The questionnaire had 10 questions; it was not a requirement to answer all questions. In the spirit of co-production, some questions were aimed at people who have been homeless or at risk of homelessness, involving residents in matters which affect them. It was anonymous and resident details were kept private. Respondents were given the opportunity to join the Resident Involvement mailing list, and residents with experience of homelessness or rough sleeping were invited to express interest if they would like to get involved with improving services. In line with GDPR, permission was expressly sought regarding inclusion of written responses in the strategy document.

The consultation was publicised on H&F's Twitter account (09 February 2021), shared in Council Leader Stephen Cowan's Weekly Report (12 February 2021) and on H&F's 'Get Involved' website (16 February 2021).

An invitation to take part in the consultation was shared via the following Resident Involvement email lists: Get Involved mailing list (750 recipients), TRA network (120 recipients) and the Resident Involvement third sector directory (90 organisations).

Third sector partners and all Registered Providers with housing stock in the borough were also invited by email to take part in the consultation. These partners were also asked to publicise a link to their service users.

The views and experiences of residents and partners informed the planning and development of the Homelessness and Rough Sleeping Strategy.

Full details of the consultation are set out in the Homelessness and Rough Sleeping Strategy Consultation Summary (Homelessness and Rough Sleeping Strategy Cabinet Report - Appendix C).

#### Resources:

The consultations and focus groups were delivered by the Senior Housing Strategy & Growth Officer working with the Resident Involvement Team and Head of Communications, with advice from the Strategic Commissioner for the Economy, and the Co-Production Lead.



Analyse the impact of the policy on the protected characteristics (including where people / groups may appear in more than one protected characteristic). You should use this to determine whether the policy will have a positive, neutral, or negative impact on equality, giving due regard to relevance and proportionality.

Protected characteristic	Analysis	Impact: Positive, Negative, Neutral
Age	<p><b>Older Residents</b></p> <p>In Hammersmith &amp; Fulham, the largest predicted population growth over the next 10 years is expected to be in the over 85 age group. The number of people aged 65 to 85 is also expected to grow by a fifth.</p> <p>The adoption of the Homelessness and Rough Sleeping Strategy and the Tenancy Strategy are not expected to have a positive or negative impact on people based on age.</p>	Neutral
Disability	<p>The 2011 Census shows that 12.6% of H&amp;F residents reported having long-term illness or physical disability (14.7% in 2001). As regards learning difficulties, the Learning Disabilities Joint Strategic Needs Assessment (JSNA) shows that there were 1,014 people aged 18 to 64 with a learning disability known to Adult Social Care in 2013/14.</p> <p>The adoption of the Homelessness and Rough Sleeping Strategy is expected to have a positive impact on disabled people in the borough. Over 50% of rough sleepers have a mental health problem which requires support. Rough sleeping and homelessness also have a negative impact on mental health as well as physical health. Ending rough sleeping in Hammersmith and Fulham will have a positive impact on people who sleep rough and have a mental illness, which is often an invisible disability.</p> <p>The adoption of the Tenancy Strategy is expected to have a broadly neutral impact on disabled people in the borough as the priorities expressed in the document are broadly in line with previous tenancy strategies; restating a preference for lifetime tenancies.</p>	<p>Positive</p> <p>Neutral</p>

	Gender reassignment	The adoption of the Homelessness and Rough Sleeping Strategy and Tenancy Strategy are not expected to have a negative or positive impact on people who have transitioned or are transgender.	Neutral
	Marriage and Civil Partnership	At the time of the 2011 Census, 29.6% of the borough residents aged 16 and over stated they were married. 0.5% of H&F residents were in a registered same-sex civil partnership, above national average of 0.2%. 10.3% of the population are separated or divorced and 3.7% are widowed.  The adoption of the Homelessness and Rough Sleeping Strategy and Tenancy Strategy are not expected to have a negative or positive impact on people on the basis of marriage or civil partnership status. There are no specific services to be delivered to people on the basis of marriage or civil partnership.	Neutral
	Pregnancy and maternity	The adoption of the Homelessness and Rough Sleeping Strategy and Tenancy Strategy are not expected to have a negative or positive impact on people based on their pregnancy or maternity status.	Neutral
	Race	H&F is diverse, and our population is constantly changing. In 2015, 61% of residents were of an ethnicity other than white British. Our population is 12% of Black origins, 9% of Asian ethnic origin, 6% of mixed origin, and 4% of Irish origin, the third highest of any local authority in England & Wales. The adoption of the Homelessness and Rough Sleeping Strategy and Tenancy Strategy are not expected to have a negative or positive impact on people based on their race.  The Equalities Act 2010 describes Romany Gypsies and Irish Travellers as ethnic groups. The inclusion of action points for the provision of additional pitches on caravan sites for Gypsies and Travellers is likely to have a positive impact on people in these groups.	Neutral  Positive
	Religion/belief (including non-belief)	54.1% of H&F's population are Christian, above the London average. 13.5% of residents are of a non-Christian religion, 10% are Muslim. The Muslim population in H&F has grown, but not at the rate of other London Boroughs such as Barking and Dagenham. 24% of the population have no religion, above the London average.  The adoption of the Homelessness and Rough Sleeping Strategy and Tenancy Strategy are not expected to have a negative or positive impact on people based on their religion/belief (including non-belief). There are no specific services to be delivered to people on the basis of religion/belief or non-belief.	Neutral

	Sex	The adoption of the Homelessness and Rough Sleeping Strategy and the Tenancy Strategy are not expected to have a negative or positive impact on people based on their sex.	Neutral
	Sexual Orientation	The adoption of the Homelessness and Rough Sleeping Strategy and Tenancy Strategy are not expected to have a negative or positive impact on people based on their sexual orientation.	Neutral
<p><b>Human Rights or Children's Rights</b></p> <p>If your decision has the potential to affect Human Rights or Children's Rights, please contact your Equality Lead for advice</p> <p>Will it affect Human Rights, as defined by the Human Rights Act 1998? Yes / <b>No</b></p> <p>Will it affect Children's Rights, as defined by the UNCRC (1992)? Yes / <b>No</b></p>			

<b>Section 03</b>	<p><b>Analysis of relevant data</b></p> <p>Examples of data can range from census data to customer satisfaction surveys. Data should involve specialist data and information and where possible, be disaggregated by different equality strands.</p>
<b>Documents and data reviewed</b>	<p><b>Data and research were provided by the Principal Performance &amp; Information Officer and Principal Business Intelligence Analyst. Data included:</b></p> <p>GLA Ethnic Projections H&amp;F GLA Population projections H&amp;F Indices of Deprivation, LBHF briefing H&amp;F Borough Profile 2018d The 2017 Strategic Housing Market Assessment 2011 Census</p>
<b>New research</b>	<p>If new research is required, please complete this section</p> <p><b>None</b></p>

Section 04	Consultation
Consultation	<p><b>The Homelessness and Rough Sleeping Strategy Consultation</b></p> <p>The Council is committed to doing things with residents, not to them. This means involving residents in decisions that affect them. That's why we wanted to gather the views of residents as well as third sector partners and local registered providers to help shape the strategy.</p> <p>Full details of the consultation are set out in the Homelessness and Rough Sleeping Summary Report (Homelessness and Rough Sleeping Strategy Consultation Cabinet Report – Appendix D).</p> <p>The Homelessness and Rough Sleeping Strategy consultation follows two major consultation and review processes: work carried out by the Homelessness and Rough Sleeping Commission culminating in the report “Ending Rough Sleeping in Hammersmith &amp; Fulham” published January 2018; and the Housing Strategy Consultation which took place in 2019.</p> <p>The views of residents (including Tenants and Residents Association representatives), local Registered Providers and third sector partners were gathered using an accessible online questionnaire hosted on CitizenSpace.</p> <p>The questionnaire had 10 questions; it was not a requirement to answer all questions. In the spirit of co-production, some questions were aimed at people who have been homeless or at risk of homelessness, involving residents in matters which affect them. It was anonymous and resident details were kept private. Respondents were given the opportunity to join the Resident Involvement mailing list and residents with experience of homelessness or rough sleeping were invited to express interest if they would like to get involved with improving services. In line with GDPR, permission was expressly sought regarding inclusion of written responses in the strategy document.</p> <p>The consultation was publicised on H&amp;F's Twitter account (09 February 2021), shared in Council Leader Stephen Cowan's Weekly Report (12 February 2021) and on H&amp;F's 'Get Involved' website (16 February 2021).</p> <p>An invitation to take part in the consultation was shared via the following Resident Involvement email lists: Get Involved mailing list (750 recipients), TRA network (120 recipients) and the Resident Involvement third sector directory (90 organisations).</p> <p>Third sector partners and all Registered Providers with housing stock in the borough were also invited by email to take part in the consultation. These partners were also asked to publicise a link to their service users.</p>

As this strategy concerns homelessness and rough sleeping, it was particularly important that we heard from residents with experience of homelessness or rough sleeping. We asked partners working with homeless or rough sleeping clients to assist us in publicising the consultation among their service users, to involve residents in matters which affect them. To make the consultation accessible, the questionnaire was hosted on CitizenSpace which is powered by Delib software. Delib test the software against the Web Content Accessibility Guidelines V2.1 AA standard. Easy read guidance on accessible language was followed when developing the questionnaire and communications materials. Partnered Disabled People's Organisations were invited to take part in the consultation and asked to publicise the consultation among their service users.

The objective in delivering the online questionnaires was to ensure that the strategy reflects the priorities and needs of residents and other stakeholders. The answers to the questionnaire served to identify what is important to residents and stakeholders about how we approach preventing homelessness and ending rough sleeping. Ultimately, the views, experiences and ideas would inform and shape H&F's Homelessness and Rough Sleeping Strategy and help improve services, prevent homelessness, and end rough sleeping in the borough.

### **Tenancy Strategy Consultation**

The Localism Act 2011 requires that when preparing or modifying its tenancy strategy, a local authority must consult with all private registered providers of social housing (PRPSHs) in its area. The Council is committed to doing things with residents, not to them. This means involving residents in decisions that affect them. That's why we wanted to gather the views of residents as well as local registered providers, to help shape the strategy from the outset.

Full details of the consultation are set out in the Tenancy Strategy Consultation Summary Report (Homelessness and Rough Sleeping Strategy Consultation Cabinet Report – Appendix E).

The objective in delivering the online questionnaire and inviting comments on the draft strategy was to ensure that the strategy is in line with the priorities and needs of residents and partners, and to keep them informed of work underway to modify the strategy.

The draft tenancy strategy was sent by email to all PRPSHs with stock in H&F, as well as the Mayor of London with comments requested by 26 February 2021.

On 9 February, we launched an online questionnaire for residents, requesting comments on the draft strategy and a short survey. The resident consultation was publicised on the H&F's 'Get Involved' website.

	An invitation to take part in the consultation was shared via Resident Involvement email lists.
<b>Analysis of consultation outcomes</b>	<p><b>Homelessness and Rough Sleeping Strategy</b></p> <p>Key messages taken from the questionnaires and focus groups are presented in the Strategy section 'What You Said'. These messages, as well as specific suggestions and comments, also shape the strategy more broadly.</p> <p><b>Tenancy Strategy</b></p> <p>Comments and suggestions raised in consultation responses were considered by housing managers for inclusion where viable, or not already addressed in linked strategies referred to in the strategy.</p> <p>Reference to the Defend Council Homes policy was added to the strategy.</p> <p>It was concluded that the draft strategy accurately reflects the key messages from residents and partners.</p>

<b>Section 05</b>	<b>Analysis of impact and outcomes</b>
<b>Analysis</b>	As described in detail in the Scoping section, the adoption of the Homelessness and Rough Sleeping Strategy and Tenancy Strategy are expected to have a positive or neutral impact on people with protected characteristics. There are not expected to be any negative impacts or outcomes.

<b>Section 06</b>	<b>Reducing any adverse impacts and recommendations</b>
<b>Outcome of Analysis</b>	<p>Include any specific actions you have identified that will remove or mitigate the risk of adverse impacts and / or unlawful discrimination. This should provide the outcome for LBHF, and the overall outcome.</p> <p><b>Not applicable</b></p>

<b>Section 07</b>	<b>Action Plan</b>
<b>Action Plan</b>	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 department	Expected outcome	Date added to business/service plan
	Monitoring the effects of implementation of the Homelessness and Rough Sleeping Strategy and Tenancy Strategy documents on protected groups	Ongoing monitoring of the impact of key policies	Ongoing	To be confirmed	Early identification of adverse impacts regarding the implementation of the Homelessness and Rough Sleeping Strategy and Tenancy Strategy documents on protected groups	To be confirmed
<b>Section 08</b>	<b>Agreement, publication and monitoring</b>					
<b>Senior Managers' sign-off</b>	Name: Glendine Shepherd Position: Assistant Director Email: <a href="mailto:Glendine.shepherd@lbhf.gov.uk">Glendine.shepherd@lbhf.gov.uk</a> Telephone No: 020 8753 5610 Considered at relevant DMT: Yes					
<b>Key Decision Report (if relevant)</b>	Date of report to Cabinet/Cabinet Member: May 2021 Key equalities issues have been included: Yes					
<b>Equalities Advice (where involved)</b>	Name: Position: Date advice / guidance given: Email: Telephone No:					

## APPENDIX D - HOMELESSNESS AND ROUGH SLEEPING CONSULTATION SUMMARY REPORT

**Report of:** Councillor Lisa Homan

**Report author:** Beatrice McGuire, Senior Housing Strategy & Growth Officer

**Responsible Director:** Glendine Shepherd, Assistant Director Housing Management

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### INTRODUCTION

1. This report sets out the context, research methodology and findings and of the Homelessness and Rough Sleeping Consultation Strategy consultation. The Council invited residents (including members of Tenants and Residents' Associations), third sector partners, and registered providers with stock in Hammersmith & Fulham, to contribute to the new Strategy by sharing their views on homelessness and rough sleeping.
2. The Consultation was delivered by the Senior Housing Strategy and Growth Officer, and supported by the Resident Involvement Team. The Co-production Lead and Strategic Commissioner were consulted regarding the process.

### CONTEXT: RELATED CONSULTATIONS AND REVIEWS

3. The Homelessness and Rough Sleeping Strategy consultation follows two major consultation and review processes: work carried out by the Homelessness and Rough Sleeping Commission culminating in the report *Ending Rough Sleeping in Hammersmith & Fulham*, published January 2018; and the Housing Strategy Consultation, which took place in 2019.
4. To summarise the Housing Strategy consultation process:



- Residents were consulted during the development of the Housing Strategy. Consultation took two forms: an online consultation, and focus groups.
  - Third sector organisations were invited to contribute to the development of the housing strategy by answering an online questionnaire, 'Housing Strategy Questions for 3rd Sector', in May 2019.
  - Housing associations with stock in the borough were invited to contribute to the development of the housing strategy by answering an online questionnaire, 'Housing Strategy Questions for Housing Associations', in May 2019.
  - The Co-Production Lead was consulted throughout the development of the Strategy regarding involving residents in the process.
  - In May 2019, an email was sent to residents by the Resident Involvement team inviting residents to take part in a Housing Strategy focus group. Two focus groups took place in June 2019, with a total attendance of 13 residents. The focus groups were delivered by the Partnership and Strategy Team, and supported by the Resident Involvement Team.
  - Key messages taken from the questionnaires and focus groups are presented in the Strategy section 'What You Said'. These messages, as well as specific suggestions and comments, also shape the strategy more broadly.
  - Consultation responses contributed to the development of four key objectives for the strategy: Working with Residents to Meet Housing Needs, Make H&F a Great Place to Live, Delivering More Homes for Residents, and Prevent Homelessness and End Rough Sleeping. (Objective 2 - Safe, Sustainable Housing, was added at a later stage).
5. Independent and robust investigation commissioned into the root causes of homelessness in our borough has provided a fuller understanding of why homelessness happens. In 2017, H&F established the Rough Sleeping Commission. Below is a summary of the work of the Rough Sleeping Commission:
- **Stage 1: Literature review**  
From February until March 2017, the commission conducted a literature review of international, national and local analysis and good practice, maintaining its focus on the relevance of this data to H&F. The information gathered enabled the commission to build an accurate picture of why people sleep on the street in H&F.
  - **Stage 2: A call for evidence**  
A call for evidence was undertaken in April until June 2017 to gather the views directly from people who are, or are at risk of, sleeping rough in H&F, frontline workers and experts in the field. Groundswell were commissioned to conduct a peer led research project with the aim of enabling people with experience of homelessness to contribute to the work of the commission.
  - **Stage 3: Public hearing**

The commission consulted H&F residents on its findings and draft recommendations at a meeting of the Health, Adult Social Care and Social Inclusion Policy and Accountability Committee on 12 December 2017.

- **Stage 4: Commission Report**

The cabinet endorsed Rough Sleeping Commission's report was published. The report, 'Ending Rough Sleeping in Hammersmith and Fulham', contained recommendations for how to end rough sleeping, which can be found at <https://www.lbhf.gov.uk/councillors-and-democracy/resident-led-commissions/rough-sleeping-commission>

- **The Rough Sleeping Commission's report 'Ending Rough Sleeping in Hammersmith and Fulham'** highlights how a complex mix of factors can affect lives in our borough. This report presents the commission's findings alongside key local and national context data and information and gave recommendations which are reflected in the Housing Strategy, and developed further by the new Homelessness and Rough Sleeping strategy.

## **METHOD OF CONSULTATION**

6. The Homelessness and Rough Sleeping Strategy consultation ran between 09 and 28 February 2021.
7. The views of residents (including Tenants and Residents Association representatives), local Registered Providers and third sector partners were gathered using an accessible online questionnaire hosted on CitizenSpace.
8. About the questionnaire:
  - The questionnaire had 10 questions
  - It was not required to answer all questions
  - Some questions were aimed at people who have been homeless, or at risk of homelessness
  - It was anonymous - resident details are to be kept private
  - Respondents were given the opportunity to join the Resident Involvement mailing list
  - Respondents with experience of homelessness or rough sleeping were invited to express interest if they would like to get involved with improving services
  - Permission was expressly sought regarding inclusion of written responses in the strategy document
9. The consultation was publicised on H&F's Twitter account (09 February 2021), shared in Council Leader Stephen Cowan's Weekly Report (12 February 2021) and on H&F's 'Get Involved' website (16 February 2021).
10. An invitation to take part in the consultation was shared via the following Resident Involvement email lists:
  - Get Involved mailing list (750 recipients)

- TRA network (120 recipients)
- Resident Involvement third sector directory (90 organisations)

11. The following 3<sup>rd</sup> Sector partners were also invited by email by the Partnership & Strategy Team to take part in the consultation. These partners were also asked to publicise a link to their service users:

- Age UK H&F
- Alzheimers
- Barnardos
- Barons Court Project
- Creighton House
- The Brunswick Club
- Deaf plus
- Doorstep library
- Fulham good neighbours
- Glass Door
- Groundwork
- Citizens Advice H&F
- H&F Law
- Mencap
- Works-4u
- Lido Foundation
- Turtle Key Arts
- Chelsea FC
- Family Friends
- Flat feet dance
- Fulham fc
- H&F Foodbank
- Harrow Club
- Honeypot
- Imperial College London
- Iraqi Association
- Let Me Play
- London Sports Trust
- Music House For Children
- Old Oak Centre
- Play Association
- Queens Park Rangers
- Resurgo
- Standing Together
- The Sulgrave Club
- Tendis
- HFUSC
- WLAC
- YHFF
- Lyric Theatre
- OClondon

- Open Age
- Rays Playhouse
- SBFP
- Sobus
- The Upper Room
- St Andrews
- St giles trust
- Urban Partnership
- WLAC
- Westway CT
- White City Enterprise
- William Morris Society
- Young H&F
- H&f Foodbank

12. The following Registered Providers were invited by email by the Partnership & Strategy Team to take part in the consultation. These organisations were also asked to publicise the consultation to their h&f resident tenants:

- A2Dominion Homes Limited
- Notting Hill Genesis
- Octavia Housing
- Southern Housing Group Limited
- Peabody Trust
- Metropolitan Thames Valley
- Shepherds Bush Housing Association Limited
- London & Quadrant Housing Trust
- Catalyst Housing Limited
- Arhag Housing Association Limited
- Circle Thirty Three Housing Trust Limited
- Network Homes Limited
- Westway Housing Association Limited
- Ducane Housing Association Limited
- Places for People Homes Limited
- The Guinness Partnership Limited
- Optivo Housing
- Women's Pioneer Housing Limited
- Central and Cecil Housing Trust
- Habinteg Housing Association Limited
- Metropolitan Housing Trust Limited
- PA Housing
- Innisfree Housing Association Limited
- Ebony Sistren Housing Association Limited
- Orbit South Housing Association Limited
- Co-op Homes (South) Limited
- The Sir Oswald Stoll Foundation
- Harrison Housing
- St Christopher's Fellowship

- YMCA London South West
- Anchor Hanover Housing Association
- Home Group Limited
- Centrepoint
- Golden Lane Housing Ltd
- Sanctuary Housing Association
- Notting Hill Home Ownership Limited
- The Abbeyfield (Chelsea & Fulham) Society Limited
- Look Ahead Care and Support Ltd
- Southern Home Ownership Limited
- St Mungo Community Housing Association
- Salvation Army Housing Association
- Almshouse Charity of Sir William Powell
- Legal&General Affordable Housing
- The Lygon Almshouses
- Hammersmith United Charities
- One Housing Group Limited

13. Easy read guidance on accessible language was followed when developing the questionnaire and communications materials.

14. In order to make the consultation accessible, the online questionnaire was hosted on CitizenSpace. CitizenSpace, powered by Delib software, facilitates zooming in up to 200% without the text spilling off the screen; navigating the website using just a keyboard; navigating the website using speech recognition software and listening to the website using a screen reader. Delib test the software against the Web Content Accessibility Guidelines V2.1 AA standard.

## **CONSULTATION OBJECTIVES**

15. Before adopting or modifying their homelessness strategy, local housing authorities must consult any public or voluntary organisations or other persons, as it considers appropriate.

16. The Council is committed to doing things with residents, not to them. This means involving residents in decisions that affect them. That's why we wanted to gather the views of residents, as well as third sector partners and local registered providers, to help shape the strategy.

17. As this strategy concerns homelessness and rough sleeping, it was particularly important that we heard from residents with experience of homelessness or rough sleeping. We asked partners working with homeless or rough sleeping clients to assist us in publicising the consultation among their service users, to involve residents in matters which affect them.

18. The objective in delivering the online questionnaires was to ensure that the strategy reflects the priorities and needs of residents and other stakeholders. The answers to the questionnaire served to identify what is important to residents and

stakeholders about how we approach preventing homelessness and ending rough sleeping. Ultimately, the views, experiences and ideas would inform and shape H&F's Homelessness and Rough Sleeping Strategy, and help improve services, prevent homelessness and end rough sleeping in the borough.

## CONSULTATION FINDINGS

19. There were 63 responses to the consultation
20. Co-production: 30% of respondents had direct experience of homelessness, rough sleeping, or being at risk of homelessness
21. Consultation summary reports were produced using CitizenSpace when the consultations closed. These reports provided quantitative data which described trends in priorities and views.
22. Full consultation responses and comments were extracted from CitizenSpace, and were read and considered. Additional analysis was performed, particularly in regard to gathering qualitative data such as written comments and suggestions. Responses received on paper were incorporated into this analysis.
23. Specific analysis was carried out on responses from the 30% of respondents had direct experience of homelessness, rough sleeping, or being at risk of homelessness.
24. The following key messages were identified:
  - **Rough sleeping: work with people earlier before they become homeless**  
We asked what we could do differently to end rough sleeping by 2027. You identified homelessness prevention as the most important factor: 77% of respondents agreed we should work with people earlier before they become homeless. The second highest priority was to help people find affordable housing (76%), followed by working better with other agencies or charities to help people get support (73%).
  - **Support: assisting people fleeing domestic violence**  
We asked which kinds of support we should provide more of. You identified support for people fleeing domestic violence and abuse as the top priority (9%), closely followed by opportunities for work and training (7%) and support tackling rogue landlords (7%).
  - **We also need to think about**  
From comments and ideas, we identified the following issues to consider:
    - Access to information on the support available
    - A holistic approach to support: access to mental health support and health care
    - The community impact of homelessness
    - A safe and supportive fresh start
    - Finding and engaging with rough sleepers
    - Meeting people's immediate needs: food, clothing

- Working closely with charities supporting rough sleepers
- Trust is important: providing trauma informed services
- Access to housing that is affordable and local
- **Speaking from experience**  
Focusing on responses from residents who have experienced homelessness, or rough sleeping, or been at risk of homelessness, we have learned:
  - Some people were not aware of the support available
  - Services for Rough Sleepers need to be more visible
  - Affordability is a big factor in homelessness

## OUTCOME

25. The key messages from the consultation are set out in the Homelessness and Rough Sleeping Strategy, and those messages are addressed in the strategy content and action plan. Commitments from H&F business plan and administration's most recent manifesto commitments, values and other research were analysed in line with the key messages, to ensure our plans are in line with resident priorities, views and experiences.
26. The key messages are reflected in the content of the Homelessness and Rough Sleeping Strategy.
27. Where consent was given, quotations from respondents are featured throughout the strategy. Quotations were selected where they best reflect the key messages identified by the consultation.
28. One further response was received from a third sector partner after the consultation closed. This response was considered with reference to the draft strategy version developed following receipt of consultation data. It was concluded that all issues raised in this response were already addressed within the content of the updated draft and no further update was required.

## CITIZENSPACE SUMMARY REPORT

Homelessness and Rough Sleeping Strategy Consultation

<https://lbhf.citizenspace.com/growth-and-place/homelessness-rough-sleeping-strategy>

Responses to this survey: **63**

1. Apart from the above five focus points, are there any others which we should think about?

### Focus points

There were 55 responses to this part of the question.

Option	Total	Percent
--------	-------	---------

<b>Yes</b>	35	55.56%
<b>No</b>	20	31.75%
<b>Not Answered</b>	8	12.70%

#### **If Yes, please state**

There were 39 responses to this part of the question.

2. Have you ever experienced homelessness, rough sleeping, or been at risk of homelessness?

#### **Experienced homelessness**

There were 63 responses to this part of the question.

<b>Option</b>	<b>Total</b>	<b>Percent</b>
<b>Yes</b>	19	30.16%
<b>No</b>	44	69.84%
<b>Not Answered</b>	0	0.00%

2a. If yes, who did you speak to first for advice?

#### **Speak to first**

There were 19 responses to this part of the question.

<b>Option</b>	<b>Total</b>	<b>Percent</b>
<b>Hammersmith and Fulham Housing Options &amp; Advice</b>	3	4.76%
<b>Citizens Advice</b>	1	1.59%
<b>Foodbank</b>	1	1.59%
<b>Jobcentre</b>	0	0.00%
<b>GP or other health service</b>	0	0.00%
<b>Other</b>	14	22.22%
<b>Not Answered</b>	44	69.84%

#### **If other, please specify**

There were 14 responses to this part of the question.

3. What could the service have done better when you spoke to them/us?

#### **Please state below**

There were 13 responses to this part of the question.

4. The Government has plans to end rough sleeping by 2027 and halve it by 2022.

What could we do differently to hit this target? (select all that apply)

#### **Do differently**

There were 63 responses to this part of the question.

<b>Option</b>	<b>Total</b>	<b>Percent</b>
<b>Provide more housing options for rough sleepers</b>	43	68.25%



Help people find safe housing	45	71.43%
Help people find affordable housing	48	76.19%
Work better with Housing Associations	26	41.27%
Work better with other agencies or charities to help people get support	46	73.02%
Work better with other H&F teams i.e. Adult Social Care	36	57.14%
Work with people earlier before they become homeless	49	77.78%
Other	16	25.40%
Not Answered	0	0.00%

**If other, please specify**

There were 21 responses to this part of the question.

5. How could other organisations help?

**Please state below**

There were 43 responses to this part of the question.

6. Which kinds of support do we need to give more of? (select all that apply)

**Kinds of support**

There were 7 responses to this part of the question.

Option	Total	Percent
Support with Welfare Reform issues, e.g. Benefit Caps, Universal Credit	4	6.35%
Tackling rogue landlords	5	7.94%
looking for housing in the private rented sector	2	3.17%
Opportunities for work and training	5	7.94%
Support to work with other agencies i.e. mental health services, charities	4	6.35%
Support for young people	4	6.35%
Building safety	2	3.17%
Support for people fleeing domestic violence and abuse	6	9.52%
Other	1	1.59%
Not Answered	56	88.89%

**If other, please specify**

There were 20 responses to this part of the question.

7. If you have any other comments or suggestions, please write them below.

**Comments/ suggestions**

There were 26 responses to this part of the question.

8. We might want to quote one of your answers in the strategy. We would keep your name and contact information private. Are you happy to have your comments written anonymously in the Strategy?

**Answers written**

There were 62 responses to this part of the question.

Option	Total	Percent
Yes	52	82.54%
No	10	15.87%
Not Answered	1	1.59%

9. Have you been homeless, slept rough, or been at risk of homelessness? Would you like to help improve our services? If so, please enter your email address below

**Email**

There were 11 responses to this part of the question.

10. Are you interested in joining our Resident Involvement mailing list? If so, please enter your email address below

**Email**

There were 22 responses to this part of the question.

What is your email address?

**Email**

There were 44 responses to this part of the question.

What is your postcode?

**Postcode**

There were 45 responses to this part of the question.

## **APPENDIX E - DRAFT TENANCY STRATEGY CONSULTATION SUMMARY REPORT**

**Report of:** Councillor Lisa Homan

**Report author:** Beatrice McGuire, Senior Housing Strategy & Growth Officer

**Responsible Director:** Glendine Shepherd, Assistant Director Housing Management

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### **INTRODUCTION**

1. This report sets out the research methodology and findings of the Draft Tenancy Strategy consultation. The Council invited residents and registered providers with stock in Hammersmith & Fulham, and the Mayor of London to contribute to the development of the new Tenancy Strategy by sharing their views on the draft Tenancy Strategy.
2. The Tenancy Strategy Consultation took place between 5 February and 7 March 2021.
3. The Consultation was delivered by the Senior Housing Strategy and Growth Officer, and supported by the Resident Involvement Team.

### **METHOD OF CONSULTATION**

4. Views were gathered using two methods: online resident questionnaire with reference to the draft tenancy strategy, and invitations to comment on the draft by email.
5. On 5 February 2021, the draft tenancy strategy was sent email was sent to all Registered Providers with stock in H&F, with comments requested by 26 February 2021.

6. On 5 February 2021, the draft tenancy strategy was sent via email to the Mayor of London, with comments requested by 26 February 2021 in line with his 20-day response window.
7. On 9 February, we launched an online questionnaire for residents, requesting comments on the draft strategy and a short survey.
8. The resident consultation was publicised on the H&F's 'Get Involved' website (16 February 2021).
9. An invitation to take part in the consultation was shared via the following Resident Involvement email lists:
  - Get Involved mailing list (750 recipients)
  - TRA network (120 recipients)
  - Resident Involvement third sector directory (90 organisations)
10. The following Registered Providers were sent the draft Tenancy Strategy, and asked for comments by 26 February 2021;
  - A2Dominion Homes Limited
  - Notting Hill Genesis
  - Octavia Housing
  - Southern Housing Group Limited
  - Peabody Trust
  - Metropolitan Thames Valley
  - Shepherds Bush Housing Association Limited
  - London & Quadrant Housing Trust
  - Catalyst Housing Limited
  - Arhag Housing Association Limited
  - Circle Thirty Three Housing Trust Limited
  - Network Homes Limited
  - Westway Housing Association Limited
  - Ducane Housing Association Limited
  - Places for People Homes Limited
  - The Guinness Partnership Limited
  - Optivo Housing
  - Women's Pioneer Housing Limited
  - Central and Cecil Housing Trust
  - Habinteg Housing Association Limited
  - Metropolitan Housing Trust Limited
  - PA Housing
  - Innisfree Housing Association Limited
  - Ebony Sistren Housing Association Limited
  - Orbit South Housing Association Limited
  - Co-op Homes (South) Limited
  - The Sir Oswald Stoll Foundation
  - Harrison Housing

- St Christopher's Fellowship
- YMCA London South West
- Anchor Hanover Housing Association
- Home Group Limited
- Centrepont
- Golden Lane Housing Ltd
- Sanctuary Housing Association
- Notting Hill Home Ownership Limited
- The Abbeyfield (Chelsea & Fulham) Society Limited
- Look Ahead Care and Support Ltd
- Southern Home Ownership Limited
- St Mungo Community Housing Association
- Salvation Army Housing Association
- Almshouse Charity of Sir William Powell
- Legal&General Affordable Housing
- The Lygon Almshouses
- Hammersmith United Charities
- One Housing Group Limited

11. Easy read guidance on accessible language was followed when developing the questionnaire and communications materials.

12. In order to make the consultation accessible, the online questionnaire was hosted on CitizenSpace. CitizenSpace, powered by Delib software, facilitates zooming in up to 200% without the text spilling off the screen; navigating the website using just a keyboard; navigating the website using speech recognition software and listening to the website using a screen reader. Delib test the software against the Web Content Accessibility Guidelines V2.1 AA standard.

## **CONSULTATION OBJECTIVES**

13. The Localism Act 2011 requires local authorities to develop a tenancy strategy. When preparing, or modifying, its tenancy strategy the local authority must consult with all PRPSHs in its area.

14. The Council is committed to doing things with residents, not to them. This means involving residents in decisions that affect them. That's why we wanted to gather the views of residents, as well as local registered providers, to help shape the strategy from the outset.

15. The objective in delivering the online questionnaire and inviting comments on the draft strategy was to ensure that the strategy is in line with the priorities and needs of residents and partners, and to keep them informed of work underway to modify the strategy.

## **CONSULTATION FINDINGS**

16. 11 residents responded to the online consultation. 2 registered providers gave comments by email.
17. The Mayor of London did not raise any concerns.
18. A consultation summary report was produced using CitizenSpace when the consultation closed. This report provided quantitative data which described trends in priorities and views.
19. Full consultation responses and comments were extracted from CitizenSpace, and were read and considered. Additional analysis was performed, particularly in regards to gathering qualitative data such as written comments and suggestions.
20. Responses received by email were aggregated and analysed for themes and items for consideration.
21. The following key messages were identified:
- Resident Consultation:
    - i. 90% of respondents support the Council's use of lifetime tenancies when issuing tenancies in the borough.
    - ii. 70% of respondents support the Council's view that we should only use fixed term tenancies in very limited situations.
  - RP Consultation:
    - i. The two RP responses are in support of our draft tenancy strategy approach of offering lifetime tenancies, and are very much in alignment with the Borough.

## **OUTCOME**

22. Comments and suggestions raised in consultation responses were considered by housing managers for inclusion where viable, or not already addressed in linked strategies referred to in the strategy.
23. Reference to the Defend Council Homes policy was added to the strategy.
24. It was concluded that the draft strategy accurately reflects the key messages from residents and partners.

## **CITIZENSPACE SUMMARY REPORTS**

### **Tenancy Strategy Consultation**

<https://lbhf.citizenspace.com/growth-and-place/tenancy-strategy-consultation>

This report was created on Monday 08 March 2021 at 12:19  
The consultation ran from 10/02/2021 to 07/03/2021

Responses to this survey: **11**

1: Do you support the Council's use of lifetime tenancies when issuing tenancies in the borough?

### **Support tenancies**

There were 11 responses to this part of the question.

<b>Option</b>	<b>Total</b>	<b>Percent</b>
<b>Yes</b>	10	90.91%
<b>No</b>	1	9.09%
<b>Not Answered</b>	0	0.00%

2: Do you support the Council's view that we should only use fixed term tenancies in very limited situations?

### **Fixed term tenancies**

There were 10 responses to this part of the question.

<b>Option</b>	<b>Total</b>	<b>Percent</b>
<b>Yes</b>	8	72.73%
<b>No</b>	2	18.18%
<b>Not Answered</b>	1	9.09%

3: Do you have any other views or comment on the draft Tenancy Strategy?

### **Please state your views or comments**

There were 6 responses to this part of the question.

4: What is your email address?

### **Email**

There were 9 responses to this part of the question.

5: What is your postcode?

### **Postcode**

There were 9 responses to this part of the question.

# Agenda Item 8

## London Borough of Hammersmith & Fulham

**Report to:** Cabinet

**Date** 05/07/2021

**Subject:** Annual Emergency & Business Continuity Report

**Report of:** Councillor Wesley Harcourt, Cabinet Member for the Environment

**Report author:** Denise Prieto – Emergency Planning & Resilience Manager

**Responsible Director:** Sharon Lea, Strategic Director for the Environment

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### Summary

The ability to respond and recover quickly from an incident is a measure of 'resilience' and is an important aspect of building safer and stronger communities that contribute to the H&F Vision.

The Council has responsibilities under the Civil Contingencies Act 2004 to plan and respond to emergencies and to have business continuity arrangements in place to reduce the risk of service disruption.

This report seeks to ensure robust governance arrangements whereby Cabinet annually agrees the work programme and priorities. For 2020/21 the work programme focuses on lessons learned/best practice in emergency planning including the ongoing **H&F COVID-19 Pandemic** response. It will also focus on establishing Resilience Standards for London priorities throughout the organisation and continuing our preparations for Brexit, along with business as usual business continuity and resilience.

This report provides an overview of activity over the previous year and the priorities and work plan for the forthcoming year.. The report highlights areas of work for the new financial year to ensure continuous improvement in the service.

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### Recommendation

1. To note that appendix 3 is not for publication on the basis that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).
2. That Cabinet notes the report and the work plan for 2020-2021.



**Wards Affected:** All

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## H&F Values

<b>Our Values</b>	<b>Summary of how this report aligns to the H&amp;F Priorities</b>
Creating a compassionate council	<i>The care and welfare of our residents especially in emergencies is at the top of our agenda.</i>
Doing things with residents, not to them	<i>Building Community Resilience is priority for H&amp;F to ensure our communities are prepared and can respond and recover quickly in times of emergency. We want to ensure that our communities can help themselves during an emergency in a way that complements emergency services and reduces the impact of an emergency on our community both in the short and long term.</i>

## Financial Impact

The annual service budget for 2020/21 is £340,000 (for all staffing and non-staffing costs) and the service has been recently operating under some considerable financial pressure (there was an overspend of 3% in 2019/20 and this is projected at almost 14% for 2020/21).

Additional resources of £50,000 have allocated to the service as part of the 2021/22 Budget process and was approved by Full Council on 25 February 2021. This should ensure that the service work plans can continue to be effectively delivered within the approved budget.

## Legal Implications

Section 2 of the Civil Contingencies Act 2004 requires the Council as a category one responder to carry out risk assessments, and to complete emergency plans and business continuity arrangements.

## Contact Officer(s):

Name: Sally Swaray

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Verified by Sukvinder Kalsi, Head of Finance, Environment and Emily Hill, Director of Finance

Name: Janette Mullins

Position: Chief Solicitor (Litigation)

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## Background Papers Used in Preparing This Report

None

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## BACKGROUND

The council has a robust emergency plan in place, and this was activated several times over the previous year. There are national and regional frameworks in place that govern how local plans are produced. Our plans continue to be updated as part of EP2020, the Government Standards for Emergency and Resilience for the 2020s.

Part 1 of the Civil Contingencies Act 2004 and supporting regulations and statutory guidance establish a clear set of roles and responsibilities for those involved in emergency preparation and response at the local level. The Act divides local responders into 2 categories, imposing a different set of duties on each.

Those in Category 1 are organisations at the core of the response to most emergencies (the emergency services, local authorities, NHS bodies). The aim is to ensure organisations have effective, well-practiced emergency plans in place. The Council as a Category 1 responder is subject to the full set of civil protection duties and is required to:

- assess the risk of emergencies occurring and use this to inform our contingency planning
- put in place emergency plans and business continuity management arrangements
- put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency
- share information and co-operate with other local responders to enhance co-ordination and efficiency
- provide advice and assistance to businesses and voluntary organisations about business continuity management

## **H&F's EMERGENCY RESPONSE STRATEGIC PRIORITIES**

1. The Council's Strategic Priorities for any **emergency response** are to:

- a) provide support to incident responding agencies as required;
- b) support the vulnerable;
- c) maintain continuity of council service provision;
- d) provide assistance and information to Hammersmith and Fulham's communities and businesses and;
- e) provide community leadership;
- f) and assist the return to 'normality'.

These may be amended by the Council strategic lead (Gold) in consultation with Council response lead (Silver) once the details of a specific incident become clear.

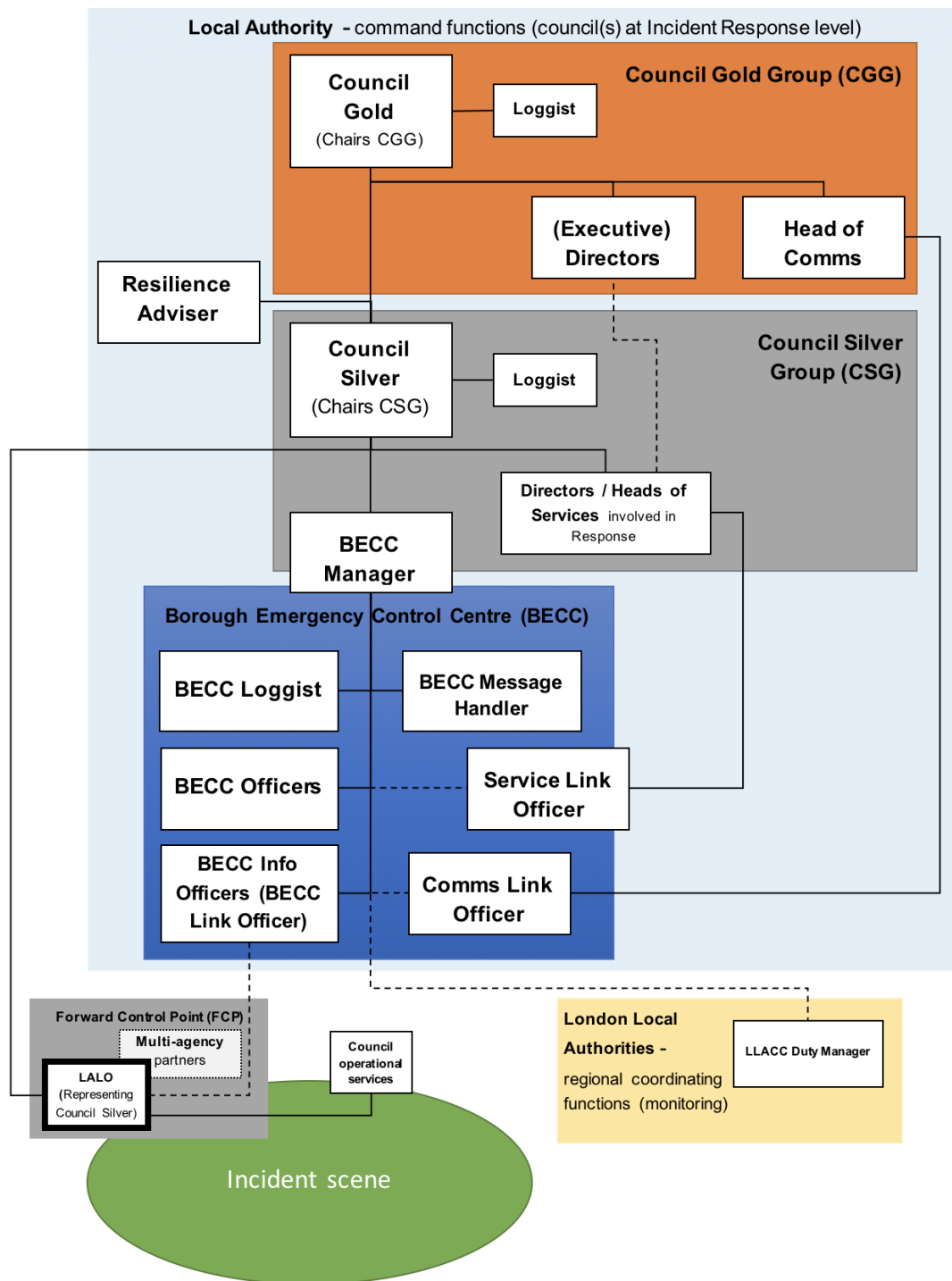
The Council's Strategic Priorities for **recovery from an emergency** are to:

- a) provide strong and visible leadership during the recovery phase;
- b) support the health and welfare of the borough's communities;
- c) assist in the restoration of the built and natural environment;
- d) assist communities and business to return to normality;
- e) monitor financial matters and pursue funding and other assistance.

Building Community Resilience to ensure our communities are prepared and can respond and recover quickly in times of emergency is a priority for the borough.

## **EMERGENCY PLANNING RESPONSE ARRANGEMENTS (BAU)**

- 2. Our emergency planning aims, where possible, to prevent emergencies occurring, and when they do occur good planning should reduce, control or mitigate the effects of an emergency. It is a systematic and ongoing process which evolves as lessons are learnt and circumstances change. Details of the Borough's Emergency Planning Response arrangements during the COVID-19 Pandemic are outlined in **Appendix 2**.
- 3. Emergency planning should also look beyond the immediate response and long-term recovery issues and look also at secondary impacts. For example, the wave of reaction to an emergency can be quite overwhelming in terms of media attention and public response. Plans need to consider how to handle this increased interest.
- 4. The emergency planning procedures in H&F are quite clear. This is set out in the following diagram. In this structure, Gold is the strategic lead (the Chief Executive or nominated deputy), Silver the tactical lead (selected from an established rota of trained staff on call) and Bronze the operational lead.



5. If an emergency requires an evacuation, The Council's on-call Welfare Bronze officer is contacted to examine council records for premises within the cordon to identify any needs or vulnerabilities. A London Fire Brigade (LFB) trained Local Authority Liaison Officer (LALO) is deployed to a rendezvous point. The LALO attends on site Silver meetings and reports back to the council Duty Silver on what is required. The LALO shares the information to the police, fire service and any other authorities providing emergency services to inform the response.

6. The emergency services may ask a council to provide care to members of the public who have been evacuated from their homes and require temporary accommodation/shelter. Such care can be provided at reception centres set up for that purpose.

Other types of centre we may be asked to support are:

- a) Survivor Reception Centres (SRCs);
  - b) Family & Friends Reception Centres (FFRCs);
  - c) Community Assistance Centres (CACs);
  - d) Humanitarian Assistance Centre (HACs).
7. The Local Authority can provide reception centres to accommodate up to 200 persons within 3 hours of notification. The Local Authority can maintain emergency reception centre services by providing the following:
    - a) On-call Reception Centre Managers – rota'd staff available 365 days a year 24/7. Details for the on-call and 2nd on-call Rest Centre Manager can be found in the Weekly Orders document that is distributed each week;
    - b) A pool of trained reception centre officers/ incident response officers;
    - c) Reception Centre Equipment & bedding to accommodate of 200 people.
  8. Personal Protective Equipment (PPE).

There is a dedicated section in the Reception Centre Handbook containing guidance on how to set up a reception centre adhering to COVID rules and this is provided in **Appendix 4 – COVID-19 Emergency Centre set up, recovery & stand down.**

## RESOURCES

9. The Emergency Planning Team for H&F currently consists of three members of staff. One full time Emergency Planning & Resilience Manager, one full time Emergency Planning Officer and one full time Business Continuity Manager.
10. The wider emergency response team is made up of officers across the Council who are trained in emergency response roles. They are supported by on call staff responsible for rest centres, welfare, housing and communications among others listed below;
  - a) H&F have 32 rota'd officers on call 24 hours a day, 365 days a year.
  - b) Eight On-call Duty Golds responsible for dealing with the strategic response to emergency incidents;
  - c) Seven On-call Duty Silvers (currently there is one vacancy out of eight) are responsible for leading the Council's tactical response to emergency incidents. One more potential on-call Duty Silver has been identified and subject to accepting the post, they will be trained and added to the rota.
  - d) Further rota'd key personnel are eight on-call Welfare Bronzes and six on-call Rest Centre Managers (currently two vacancies out of eight roles).

Actions are being taken to maintain and increase the personnel where necessary to ensure there are at least eight trained officers per role.

- e) An additional on call-rota of Local Authority Liaison Officers (LALO's) is being developed which will consist of eight officers who will be on-call 24 hours a day, 365 days a year. Currently there is a pool of LALOs.
- 11. Supporting these on-call roles is a wider team of other trained emergency responders, Local Authority Liaison Officers, Borough Emergency Control Room Officers, Loggists and Reception Centre staff.
- 12. A number of these officers are trained to carry out more than one emergency response role. Additional recruitment and training of new staff is ongoing. Housing Services have a rota of on-call Housing Emergency Response Officers. The Communications team also have a rota of on-call officers in place.

**Trained Incident Response Officers (including on-call roles);**

8 On-Call Golds  
7 On-Call Silvers  
6 On-Call Emergency Rest Centre Managers  
8 On-Call Welfare Bronze Officers  
1 On-Call Communications Officer  
5 On-Call Housing Officers (HERO's)  
24 Emergency Rest Centre Officers  
15 LALOs  
A pool of 16 Borough Emergency Control Room (BECC) staff  
A pool of 13 Loggists  
1 Resilience Advisor

- 13. The Emergency Planning team circulates a confidential **Weekly Orders** document to selected senior officers and officers on the emergency response rotas, who may need to respond to an emergency or business continuity disruption. The document sets out which officers are responsible for different levels of command and control in the event of an emergency incident and includes key contact numbers.
- 14. This document is updated and circulated each week (at midday Wednesday) and includes an Incident Response Checklist which is to be completed in the event of an incident. The circulation list has been reviewed and streamlined during the year in response to feedback received.

**EMERGENCY RESPONSE & RECOVERY PLAN**

- 15. These documents had been compiled to assist in the event of an emergency to provide relevant operational information regarding roles, departments and partner agencies who may be required to assist in a variety of situations, so that the correct tactical decisions can be made, and the correct resources applied/deployed. These documents are subject to a formal review every year

or following any major emergency or major service disruption. These documents are scheduled to be reviewed for sign off by the Strategic Leadership Team (SLT).

16. The plan consists of the following documents and is available on the LBHF website.;

- a) Emergency Response & Recovery Plan, part 1;
- b) Emergency Contacts part 2 (restricted document) and Part 3,
- c) Aide Memoirs and role cards.

17. During an emergency or a major business continuity disruption, several Council meetings may be called to support decision making and response activity at strategic and tactical levels. The key groups which may need to convene are the Gold Strategic Group, the Silver Group, the Service Resilience Group (SRG), and the Recovery Coordination Group. The roles of these groups are detailed within the Emergency Response & Recovery Plan.

### **BOROUGH EMERGENCY CONTROL CENTRE, (BECC)**

18. This acts as the hub for managing and coordinating activities during an incident by gathering, verifying, displaying and sharing intelligence/information from the Council and other partners. The BECC team will operate and support SLT, Core SRG, Silver, Departments and outside agencies.

19. The primary physical location for the BECC could not be stood up due to the COVID-19 lockdown regulations, therefore a virtual BECC was established on the Teams application.

### **MUTUAL AID ARRANGEMENTS**

20. Under London's local authority Gold arrangements, any borough can request mutual aid when facing an emergency incident. A request is submitted to the London Resilience Group (LRG) and signed off by London Local Authority Gold (LLAG).

21. There is also a West London Mutual aid agreement. Establishing mutual aid agreements between Boroughs is an effective way of ensuring we can practically support each other equitably during periods of disruption. This includes any borough that may require assistance during their response to the **COVID-19 Pandemic** affecting their capacity and capability in which to respond. This could include staffing, specific expertise (subject matter experts), project leadership/management support and physical resources (e.g. COVID tests or PPE), see **Appendix 3 (exempt)**.

22. H&F Gold is the Chief Executive or a nominated representative. The Chief Executive is also on the London's local authority Gold (LLAG) rota for major incidents in London. The Chief Executive was standby LLAG from the 17 June to 1 July 2020 and was the on-call duty LLAG from 4 November to 18 November 2020. The Chief Executive will be the on-call duty LLAG for 2

weeks from 7<sup>th</sup> July to 21<sup>st</sup> July 2021. The Chief Executive also chairs the Pan London Community Resilience Group. The Chief Executive is supported by a rota of Directors who make up the H&F Gold Rota which operates 24/7 365 days a year.

## **RESILIENCE STANDARDS FOR LONDON (RSL)**

23. The Resilience Standards for London were created in 2019 by the London Resilience Group (LRG) in collaboration with London Councils. The LRG are the overarching body responsible for resilience arrangements adhered to by the 33 London Boroughs, after the Civil Contingencies Act was made law in 2004.
24. The standards are designed to lead to good outcomes and leading practice across the organisation, in exercising emergency plans, whilst supporting compliance with the Civil Contingencies Act 2004. They are designed to be embedded across the organisation and cover the following areas:
- a) Risk Assessment
  - b) Governance Arrangements – Political Leadership
  - c) Governance Arrangements – Managerial & Leadership
  - d) Culture – Organisational Engagement
  - e) Capabilities, Plans & Procedures
  - f) Resources, Roles & Responsibilities, 6.a – Quantitative data sub-set
  - g) Partnerships
  - h) Training, Exercising & Evaluation
  - i) Business Continuity
  - j) Community Resilience
  - k) Recovery Management
25. The Emergency Planning Team carried out a self-assessment in December 2019 and it was reviewed by SLT to gain an overview and understanding of the top down commitment needed to acquire organisational resilience. It established how H&F would provide our assessments to the London Resilience Group (LRG).
26. A summary of actions resulting from the self-assessment were identified regarding the implementation of the above standards. The final self-assessment was signed off by SLT and submitted to LRG at the beginning of January 2020, which was the first stage of the RSL review process.
27. Local Authorities are required to carry out a self-assessment each year and attend West London peer review workshops to discuss progress and how we are doing. Each borough will be audited by an external organisation, e.g. a county council, every four years. However, with the onset of the COVID-19 Pandemic, the West London peer review due in March 2020 did not take place. This year's submission due January 2021 has been put on hold and any arrangements for assessments will not be resumed until June 2021 at the earliest.



28. Ensuring preparedness, all London Boroughs were asked to provide assurance that they can respond to further Covid-19 waves. H&F completed an Assurance Checklist, **Appendix 5**, which was submitted to the London Resilience Team on the 9<sup>th</sup> of October 2020 with a RAG Rating for each RSL overall;

**key:**

**Green** no action required;

**Amber** action required;

**Red** urgent action required.

H&F's RAG rating was 100% **Green**

## **INCIDENTS WITHIN THE BOROUGH**

29. Hammersmith & Fulham have not had to deal with any large-scale major incidents (other than the Covid-19 pandemic) since June 2018 but have responded to smaller local incidents throughout the year. It is also conscious of the previous terror threats that took place in London, one at Parson's Green, and the tragic fire at Grenfell. Most of these incidents require coordination at a tactical level by the Council's Silver with input from other Council departments or on call emergency staff as appropriate.
30. The borough's emergency responders dealt with a diverse range of incidents during the year including serious fires, road traffic collisions, flooding, power outages, serious violence and COVID related incidents amongst others.

## **SERVICE CONTINUITY INCIDENTS**

31. Since the publication of the previous Cabinet report the onset of the **COVID-19 Pandemic** and subsequent lockdowns has been and is continuing to be, a major Service Continuity incident. There have been a few minor localised incidents which have been handled as 'business as usual' for example the change of H&F Firewalls on the Council's network. This follows a response led by the Strategic Leadership Team to enhance Business Continuity Planning and being prepared for: Brexit, in-sourcing of services, and decanting from the Town Hall. New threats have emerged, for example in the supply chain there have been several well- publicised Private Sector corporate failures e.g. Carillion, Interserve. The service is always aware of new cyber-based threats that emerge, mitigated by our IT service.

## **BUSINESS CONTINUITY**

32. The Council's Service Resilience Group, Directors / Deputies, meet quarterly to monitor service resilience issues, such as supply chain, cyber-attacks and other impacts that can affect service delivery. The group also meets to respond to incidents as required.

33. Brexit plan Appendices in the Service BC plans were completed by November 2019 in readiness for a No deal Brexit. All plans were reviewed and tested by April 2020. A Brexit deal was successfully concluded between Gov. UK and the EU; the review of the H&F supply chain brought additional benefits.
34. All 94 Service Continuity Plans have been re-reviewed and updated considering the COVID-19 Pandemic to take into account the possibility of further waves. This work was completed and approved by Directors in October 2020.

### **Business Continuity Plan Status October 2020**

Department	Status	RAG
The Economy Department	Plans Reviewed & Tested by 07/10/2020	Green
The Environment Department	Plans Reviewed & Tested by 07/10/2020	Green
Children's Services	Plans Reviewed & Tested by 07/10/2020	Green
Social Care	Plans Reviewed & Tested by 07/10/2020	Green
Resources	Plans Reviewed & Tested by 07/10/2020	Green
Finance	Plans Reviewed & Tested by 07/10/2020	Green

35. To help departments in their planning the Business Continuity Manager continues to help the services in writing and testing plans.
36. A Corporate Business Continuity Strategy covering the period 2019-2022 was approved by SLT in July 2019, defining the Council's approach to Business Continuity. The Strategy defines roles and responsibilities for Business Continuity Plans (BCPs) of individuals and groups within the Council, including the Chief Executive, SLT, Directors and Heads of Services. This is now being reviewed, due to organisational changes, Civic Campus project.
37. A Corporate Business Continuity Plan is in place that provides guidance to management on how to respond to business interruptions. The plan defines roles and responsibilities of individuals and groups such as the Service Resilience Group, SLT, Incident Management Team, the Communications Team and the Department Management Teams. The Plan also describes the various stages of dealing with disruptions:
- a) Business Continuity Response and Escalation
  - b) Damage Assessment and Invocation
  - c) Incident Management
  - d) Service Recovery.

38. The plan is currently under review due to several organisational changes, once this is complete the plan will be presented to SLT for final approval.
39. The following guidance documents are up to date and available on the LBHF SharePoint site:
- a) Service Continuity Plan Guide and Templates
  - b) Guide to Building Resilience in the Supply Chain
  - c) Business Continuity Self-Assessment Tool.
  - d) A Guide to undertaking exercises
40. The Council has purchased Business Continuity software called Clearview which will be rolled out across the organisation this year. This software will allow plans to be automated, available in soft and hard copy and allow owners to access their plans via their mobiles.

## **TRAINING AND EXERCISING.**

### **Business Continuity**

41. A training programme for all service plan owners will be implemented to accompany the roll out of Clearview, the new Business Continuity software. Business Continuity self-tests and exercises form part of the Service Owners responsibility on their Services to make sure they are fit for purpose and approved at Director level. This process is ongoing.

### **Emergency Planning**

42. Emergency planning staff attended three West London Resilience workshops, one dealing with Excess Deaths and Pandemic Flu. One dealing with Mass Evacuation and Shelter and one dealing with Drought. Further workshops have been put on hold due to the COVID 19 Pandemic.
43. A Gold training day & exercise took place in January 2020 which several Directors and senior officers attended including the Chief Executive which was very successful. A further Gold training session and exercise took place in October 2020. Once this was completed the on-call Gold rota was formalised.
44. H&F took part in a multi-agency training exercise in February 2020. A simulated fire evacuation of two tower blocks in Fulham, Hartopp and Lannoy Point (buildings already decanted for demolition) to test best practice and current protocols.
45. A West London Borough Exercise was held on the 19th of August 2020 to test our multi- borough COVID 19 2nd wave capacity. Kensington & Chelsea and Westminster also took part.

46. Further training and exercises are planned and included in the work plan, **Appendix 1**, for the forthcoming year.
47. Training requirements outlined in the London Wide Standardisation project are ongoing. The number of existing Council emergency response officers trained to the new standards so far are as follows:

Gold	8
On-Call Duty Silvers	7
Local Authority Liaison Officers (LALOs)	16
Loggists (ready to document key decisions) and assumptions of lead officers in an emergency)	13
Rest Centre Officers	24
Rest Centre Managers	6
Borough Emergency Control Room Officers	11

## **RESOURCES AND STAFFING ROTAS**

48. Our emergency response rotas, Silver, Welfare Bronze and Rest Centre Managers should all have 8 people who rotate each week to ensure there is a 24/7/365-day response cover for emergencies in borough. Due to leavers, we are currently recruiting an additional Silver and Rest Centre Managers (2) to bring the rotas back to capacity. There is a new rota for LALOs being created which will comprise of 8 trained staff.

## **COMMUNITY RESILIENCE AND INNOVATION**

49. Community resilience is about communities using local resources and knowledge to help themselves during an emergency in a way that complements the local emergency services.
50. Building Community Resilience is a priority for H&F to ensure our communities are prepared and can respond and recover quickly in times of emergency. We want to ensure that our communities can help themselves during an emergency in a way that complements emergency services and reduces the impact of an emergency on our community both in the short and long term. As a result, H&F launched the award-winning Emergency Response Extranet website online to allow us to liaise directly with community organisations to share information and best practice and to provide a networking platform for those organisations to work closer with the Council and each other.
51. Using communications channels and ensure the right information goes out and updates in a live incident can be provided. Organisations can provide the Council with details of what they can provide, such as people, places or things

(transport, facilities etc.). H&F is the first Council to launch such a site and our approach has generated interest from councils across London.

e) The Emergency Response Extranet is a shared platform for the community to communicate and offer & receive support. It has the features below:

- a) Emergency message board
- b) Can build capacity & business continuity
- c) Register of all the various resources
- d) Allows connection to a wider network
- e) Access to useful information
- f) 75 organisations signed up and growing

52. A Community Resilience Officer (CRO) was recruited in August 2019 on a temporary contract to lead on this area and expand our capacity. The CRO has carried out a programme of meetings with 50 community organisations, comprising of residents' groups, faith organisations and social enterprises, as well as 20 local businesses. The CRO continued to expand our award-winning extranet, grow its network and expand its content and membership which has increased 30% to 133 members.

53. A programme of first aid training for community hall managers and community leaders has been initiated and will continue when the pandemic eases.

54. Due to current Covid-19 pandemic, face to face engagement opportunities have temporarily diminished. The CRO diverted some of their time towards bolstering the extra emergency planning response and supporting the Community Aid Network. The post was relocated from Emergency Planning to the Policy team to expand this work within a wider Community Resilience remit. This created the opportunity to develop the role to include other initiatives for example, the H&F Community Aid Network (H&FCAN) that currently has over 1000 community volunteers registered in the borough

## **LOOKING FORWARD**

55. For 2021/2022 the focus for Emergency Planning and Business Continuity is to continue to embed emergency response, planning and resilience arrangements throughout the organisation. Training and conducting exercises with staff, volunteers and external organisations throughout the year.

56. The London Resilience team created a standardisation programme for emergency roles and across London. This was highlighted as an issue following the Grenfell Tower tragedy. H&F are working with London Resilience and other boroughs ensure our plans and training fit with the new standardised processes and training packages as they are completed.

## Equality Implications

57. There are no negative impacts on any groups with protected characteristics, under the terms of the Equalities Act 2010, from Cabinet accepting this annual Emergency Planning Report.
58. Vulnerable people, including those with protected characteristics, may be less able to help themselves in an emergency than non-vulnerable people. Those who are vulnerable will vary depending on the nature of the emergency, but where appropriate plans should consider issues such as those with mobility difficulties; those with mental health difficulties; and others who are dependent, such as children. The Council has a rota of on-call staff whose remit is to identify and deal with any of the above issues as and when they arise in an emergency.

*Implications verified by: Denise Prieto, Emergency Planning & Resilience Manager 07904 673 702*

## Risk Management Implications.

59. Risks can never be eliminated entirely but proportionate and targeted action can be taken to reduce risks to an acceptable level. Council resilience and Cyber incidents are standing corporate risks that most councils will need to manage. Introduced at the end of February 2020 is the response to the pandemic. During the period of reporting the Service and Business Continuity Manager have been involved with several high-profile programmes to provide additional assurance to residents and local businesses including but not limited to;

- *the planning and preparation required for exiting the European Union;*
- *reporting to London Resilience on preparations relating to the above;*
- *updating Members on resilience plans in regular Brexit updates;*
- *planning for and ensuring that local elections were carried out well;*
- *preparing for the moves out of the Town Hall and Town Hall extension;*
- *leading the review of Business Continuity Plans and Planning arrangements supporting the council's response to Covid-19;*
- *supporting the development of local Outbreak Control plans in collaboration with Public Health;*
- *supporting the Emergency Planning and Resilience Manager in the preparation of plans associated with the threat of terrorism; and*
- *supporting Digital Services in the response to the potential and ongoing threat of Cyber risks.*

60. The coronavirus is a threat to life, health, wellbeing and the economy. In the area this has resulted to significant disruption to the lives of residents, businesses and infrastructure and to council services, with the consequences greater for those more vulnerable or disadvantaged. Whilst many aspects of the risk have materialised, there are still numerous uncertainties and at this stage it is hard to predict the full scale, or timing, of impacts of Covid-19. More details of the services individual response to Covid-19 have been provided to

the Policy and Accountability Committees. Some significant risks that occurred during the initial response have been managed well throughout by key workers, council staff, partners and volunteers from the local community.

61. The council's technology infrastructure and resources have stood up well, enabling up to 1,700 members of staff to work remotely. This has been made possible by the council's decision to deliver the TechTonic programme that moved away from desktop p.c.'s to laptops.
62. Regular information and updates were communicated to a wide audience including, residents, communities, partner organisations, businesses, suppliers and council staff through H&F engage and the council's social media platform and internet. Keeping in touch with people has been crucial in managing the response locally to the virus.
63. The council's ability to quickly assemble a team of officers to deal with a major disruption event alongside partner organisations continues to be demonstrated.

*Implications verified by: Michael Sloniowski, Risk Manager, tel 020 8753 2587*

### **Other Implications**

64. In the wake of a terrorist attack in the United Kingdom, London Local Authority Prevent teams undertake community tensions monitoring and increase community engagement efforts. As it co-chairs the London Prevent Network, the H&F Prevent team is the London lead for this process. In this capacity, the Prevent team produces the Local Authority Prevent Incident Response and engages with London Resilience.

*Implications verified/completed by Tina Bencik, Prevent Coordinator, tel: 07977470316.*

### **Consultation**

65. All departments of the council have been consulted and Legal, Finance and Risk Management comments have been included.

**List of Appendices:**

<b>Appendix</b>	<b>Document Title</b>
<b>Appendix 1</b>	<i>Emergency Services Workplan 2020 /2021</i>
<b>Appendix 2</b>	<i>Emergency Planning <b>COVID-19</b> response arrangements</i>
<b>Appendix 3 - EXEMPT</b>	<i>West London Mutual Aid Agreement which includes <b>COVID-19</b> Mutual Aid arrangements</i>
<b>Appendix 4</b>	<b>COVID-19</b> , Emergency Centre Arrangements
<b>Appendix 5</b>	<i>H&amp;F <b>COVID-19</b> Assurance Checklist</i>



## **INTRODUCTION**

The council's Strategic Priorities for any emergency response are to:

- provide support to incident responding agencies as required
- support the vulnerable
- maintain continuity of council service provision
- provide assistance and information to Hammersmith and Fulham's businesses and communities
- provide community leadership
- and assist the return to normality'

### **Recovery**

The Council's, Strategic Priorities for recovery from an emergency are to:

- a) Provide strong and visible leadership during the recovery phase
- b) To support the health and welfare of the borough's communities
- c) To assist in the restoration of the built and natural environment
- d) Assist communities and business to return to normality
- e) To monitor financial matters and pursue funding and other assistance

GOVERNANCE					
	Action	Comments	By whom	By when	RAG
1	<b>Borough Emergency Control Centre location to be reviewed and space identified within the Hammersmith Town Hall refurbishment</b>	A new space was allocated in 43 Beavor Lane	HTH Decant Team, part of the CCTV relocation project  BECC Room equipment installed	July 2020	Green
2	<b>Recruitment of Local Authority Liaison Officers (LALOs)</b>	Expanding number of LALOs available during unsocial hours, targeting noise nuisance officers 4 more LALO's trained 13 in total More LALOs will be trained in the coming year. LALO training package successfully adapted for delivery via Microsoft Teams	Emergency Planning Team	September 2020	Green
3	<b>Contacts are reviewed twice yearly and when changes in staffing occur.</b>	Liaison between Emergency Planning Team and Chief Executive's Office to identify changes in staff and update Plan  Miscellaneous changes are implemented throughout the year  Recently reviewed again to take into account the formalised Gold Rota	Emergency Planning Manager and Chief Executive's Office.	Oct 2020	Green

4	<b>The Council takes full part in the standardisation project led by London Resilience</b>	<p>Attend standardisation workshops held by London Resilience</p> <p>Implement changes to the relevant plans and guidance documents as standards are agreed by Local Authority Panel</p> <p>Some standardisation projects that were put on hold are now reinstated e.g. Emergency Rest Centres</p>	Emergency Planning Manager/Officer	Nov 2020	Green
5	<b>Review of the H&amp;F Response &amp; Recovery Plan, Parts 1, 2 &amp; 3. Review completed</b>	Documents Reviewed	Emergency Planning Manager/Officer	Jan 2021	Green
6	<b>Establish a rota of on call Local Authority Liaison Officers (LALO) to replace the current cascade list of Officers</b>	Suitable LALOs for Rota identified and trained	Emergency Planning Team	June 2021	Amber
7	<b>An annual Emergency Planning Report, is presented to Cabinet</b>	<p>2020 Submission delayed due to COVID-19 pressures.</p> <p>April 2021 Cabinet report due to be submitted to Cabinet in June 2021</p>	Emergency Planning Manager	June 2021	Green
8	<b>Borough Resilience Forum (BRF) Risk Register to be re-worked to reflect the new methodology adopted by the National and London Risk Registers</b>	Phase one. Adapt new and risks marked as high by End August 2021	Emergency Planning Team / BRF members	August 2021	Amber

<b>9</b>	<b>Dashboard of Emergency Planning, Community Resilience and Business Continuity updates, training, exercises and incidents to be presented to SLT.</b>	<p>The dashboard, was replaced by daily situation reports.</p> <p>Currently, weekly situation reports are emailed to SLT.</p> <p>Emergency Planning &amp; Business Continuity briefing notes are also prepared and presented to SLT when requested throughout the year.</p> <p>A dashboard will be presented to SLT in October 2021. Mid-year between Cabinet reports.</p>	Emergency Planning Manager	October 2021	Amber
<b>10</b>	<b>Roll Out of Clearview Business Continuity Software across the Organisation</b>	Build completed. Pilot about to commence in the Environment Department	Emergency Planning / Business Continuity Manager	October 2021	Amber

TRAINING AND EXERCISING					
	Action	Comments	By whom	By when	RAG
11	<b>London Resilience Sub Regional Resilience Forum workshops</b>	Mass Evacuation & Mass Shelter, July 2019, Excess Deaths and Pandemic Flu, November 2019, Drought , February 2020  Workshops that were scheduled since March 2020 have been postponed due COVID-19	Emergency Planning	Feb 2020	Green
12	<b>Gold training day &amp; exercise for SLT and other senior officers</b>	Gold Training day & Exercise held. Two further training sessions were also held	Emergency Planning Team	Jan 2020  Oct 2020  Nov 2020	Green
13	<b>Local Authority Liaison Officer training</b>	Adapted LALO training carried out over teams for regulatory staff to be added to current unpaid LALO pool	Emergency Planning Officer	September 2020	Green
14	<b>Training for standardised emergency response roles: BECC, Silver, Loggists, LALO and Rest Centre Managers</b>	New and existing staff members trained.	Emergency Planning Team	December 2020	Green

15	<b>Awareness Training for Departmental Resilience Standards Leads (RSLs)</b>	<p>Departmental Leads identified.</p> <p>The Departmental Leads will be responsible for completing sections of the 2021 Resilience Standards submission</p>	Emergency Planning Manager	March 2021	Green
16	<b>Emergency Planning &amp; Business Continuity Induction Training Session</b>	Training session on Microsoft Teams 40 x Neighbourhood Enforcement Officers and Supervisors trained	Emergency Planning Manager	April 2021	Green
17	<b>Exercise Connects – West London Sub Region</b>	Communications Exercise with the West London Boroughs	Emergency Planning Team	June 2021	Amber
18	<p><b>Standardised training for Members to understand their role in responding to emergencies by the London Resilience Team is now available to delivered locally</b></p> <p><b>Standardised Training Package now available.</b></p> <p><b>Training will commence post May Elections</b></p>	Members standardised training and local arrangement package, responding to emergencies	Emergency Planning Team / Comms	July 2021	Amber

<b>19</b>	<b>Specialist Crisis Communications Training for SLT and Members</b>	Training scheduled to take place in July 2021	Freshwater Consulting	July 2021	Amber
<b>20</b>	<b>Participation in the West London Safer City Exercise (Structural Collapse)</b>	Preparations underway. Local Exercise Director Nominated	Emergency Planning Team	November 2021	Amber

RESILIENT COMMUNITIES					
21	Skills audit of community organisations and businesses	Skills audit of community organisations and businesses in borough to identify what could be provided in an emergency.  Liaison with organisations to identify their skills, personnel and equipment that could be utilised in an emergency, Good progress made on all items so far.	Community Resilience Officer	Jan 2020	Green
22	MOUs in place with organisations who can provide emergency rest centre spaces in the borough as HTH is no longer available.	St Pauls Church & Lyric theatre.	Emergency Planning Team	Feb 2020	Green
23	<b>Rest Centres</b>	Identifying further sites Delayed due to COVID 19	Emergency Planning team	June 2020	Amber



RESILIENCE STANDARDS FOR LONDON					
24	<p>All Boroughs are to be measured in the future by the new standards. There are 11 key assessment areas.</p> <ul style="list-style-type: none"> <li>a) Risk Assessment</li> <li>b) Governance Arrangements – Political Leadership</li> <li>c) Governance Arrangements – Managerial &amp; Leadership</li> <li>d) Culture – Organisational Engagement</li> <li>e) Capabilities, Plans &amp; Procedures</li> <li>f) Resources, Roles &amp; Responsibilities, 6.a – Quantitative data sub-set</li> <li>g) Partnerships</li> <li>h) Training, Exercising &amp; Evaluation</li> <li>i) Business Continuity</li> <li>j) Community Resilience</li> <li>k) Recovery Management</li> </ul>	Borough Self-Assessment to be completed and submitted to the London Resilience Team	Emergency Planning Team	January 2020	Green
25	RSL Assurance Checklist – COVID 19	Assurance document completed. The next submission of the Resilience Standards (above) are currently delayed. This document provides assurance that the council is prepared for subsequent waves of COVID 19	Emergency Planning	Oct 2020	Green

26	<b>Resilience Standards Submission</b>	<p>Next self-assessment to be submitted post June 2021. Date and lead time for submission TBA</p> <p>Currently Delayed due to COVID 19</p>	<p>Emergency Planning Manager / Nominated Departmental Leads. RSL work is currently being undertaken in preparation for this.</p>	June 2021	Amber
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## Appendix 2

### Emergency Planning Team (EPT)

#### COVID-19 Emergency Response Arrangements

##### Virtual COVID-19 Borough Emergency Control Centre (BECC)

The response to an emergency affecting the community (and/or a business continuity disruption to Council services) is managed from the **Borough Emergency Control Centre** (BECC). The primary physical location for the BECC at 43 Beavor Lane could not be stood up due to the **COVID-19** lockdown regulations, therefore a virtual BECC was established on the Teams application.

Through the virtual BECC, the Emergency Planning Team (EPT) managed eleven volunteer BECC officers who were trained via Teams. EPT provided a fortnightly BECC rota of BECC officers, three Silver Directors and two BECC Manager duties, with contact information and a summary of their duties.

EPT and nine of the BECC officers processed all BECC emails, which were triaged and distributed accordingly. The emails are logged under the RAG system on the incident logging site on SharePoint. Each BECC officer had a morning shift from 08:00 to 13:00hrs or afternoon shift from 13:00hrs to 18:00hrs. At the end of each shift, a handover form listing Red and/or Amber status was emailed to the officer taking over the shift.

The virtual BECC is open every day from 08:00hrs to 18:00hrs. From 8 June 2020, the weekend hours were scaled down to 09:00hrs to 12:00hrs.

##### Silver Co-ordinating Group

**A Silver group** was established in March 2020 and consisted of departmental service leads, chaired by a Silver Director. The group met twice a day via Teams, at 10:00hrs and at 17:00hrs, Monday to Friday, with one morning meeting at 11:00hrs each Saturday and Sunday. As services returned to business as usual, the frequency of meetings were gradually scaled down.

These meetings now take place twice weekly week due to the **COVID 19 2<sup>nd</sup>** wave and possible local outbreaks.

Silver group meetings are an opportunity to exchange information, get updates, discuss service issues, take actions and horizon scan. Minutes are distributed after each meeting and actions chased for the follow up meeting.

From 18 April 2020, EPT submitted a weekly BECC email log report to the Silver Director, providing details about type of emails received, weekly amount of emails and highlighting any issues. The volume of emails in and out of the BECC was quite high but now reduced, therefore the report is emailed on a fortnightly basis. EPT

now manage the logging system and to date over, over 3500 emails have been received since the incident logging site was opened on 18 March 2020.

## Reporting

EPT and two of the BECC officers were responsible for obtaining data about various Council services in order to provide situation reports (sit reps) about the impact of the emergency on Council services to the London Local Authority Centre, managed by the London Resilience Group. The data is based on a score systems and spans across specific services in:

- Housing Services
- Adult Social Care
- Children's Social Care
- Refuse services
- Bereavement services
- Shielded/non-shielded services
- Various corporate services such as IT, Communications, People & Talent etc.

EPT established a procedure for collating the data, setting deadlines and contact information, in order to provide the collated data in the form of spreadsheets to the Chief Executive, the **COVID-19** Director and the Silver Director for authorisation, before submitting online to the London Local Authority Control Centre (the LLAC). The sit reps were submitted by specific deadlines, so it was vital for EPT to take a structured approach in collating data. The LLAC collated sit reps from all 33 London boroughs and reported a summary to central Government on a weekly basis.

The sit rep data submitted online to the LLAC was in the form of position statements that EPT collated each week from Environment Services, Finance and Economy. This was carried out in a structured manner, following our procedures to meet the London Resilience deadline. At the end of January 2021 London Resilience ceased to require sit rep submissions from London Boroughs only requesting specific information on an ad hoc basis.

EPT have continued to collate the sit rep scores for internal use as the Silver Group and SLT have found the summary of scores useful when giving an overview of services. This is submitted internally on a weekly basis.

## Lessons learned

Due to **COVID-19** restrictions and the length of this emergency, we have reviewed how we liaise with incident response officers, how we train response officers and engage, and how we can respond to an emergency via a virtual BECC. Procedures and guides have been created and updated to incorporate the virtual BECC and its use in the "new normal" response when dealing with emergencies.

## **Appendix 4 – Update to the H&F Emergency Rest Centre Handbook**

### **COVID-19 Emergency Centre set up, recovery & stand down**

The latest government guidance for those working in non-clinical settings and for health professionals can be found [here](#)

#### **Emergency Centre activation and set up**

Additional time may be needed to put in place suitable arrangements for emergency centres. Incident Commanders have been advised to notify local authorities as soon as the potential for evacuation and shelter is identified.

#### **Cleaning arrangements**

Duty Silver/Borough Emergency Control Room BECC will notify FM (020 8753 6000 24/7 service) that a rest centre is to be set so that a cleaner(s) is provided. A cleaner may be on site for as long as the rest centre is stood up as specific areas will be regularly cleaned.

#### **Briefing the Rest Centre Staff**

- Brief Rest Centre staff on measures to take and safe use of PPE (**see** Appendix 6 of the Emergency Rest Centre Handbook). Ensure staff are aware that:

#### **During a pandemic/where there is infectious disease, all staff must wear PPE inside the rest centre.**

- **Staff must change their PPE every 4 hours and/or whenever it is compromised**
- **Staff must follow social distancing measures inside and outside of the rest centre.**

#### **Once an Emergency Centre has been opened the following should be undertaken prior to admitting evacuees:**

- Ensure that the H&F CAN & Shield (Community Aid Network) are informed regarding Track & Trace.
- Create separate rooms or zones for those identified as Covid-19 positive, with as much distance from others as possible. Equally, a further separate space for those self-isolating with suspected Covid-19 should be created if possible. (These groups should be kept apart, and within these groups strict social distancing must be encouraged).
- Ensure main areas space chairs and other furniture apart to encourage social distancing.
- Where possible identify separate toilet facilities for symptomatic, non-symptomatic and vulnerable groups.
- Put in place suitable infection control measures, for example when handling the storage of luggage or other personal effects of evacuees.

- Establish reception and registration protocols in a way to maintain social distancing. This may involve establishing a queuing system prior to entry, with evacuees standing 2m apart and allowing one household at the reception desk at a time.
- The reception process **MUST** involve identification of individual risk information. Ask evacuees to identify if they received an NHS letter telling them to isolate, will allow the risk to be managed.
- Inform utility companies of Rest Centre locations so this can be added to their 'sensitive customers' list to ensure an appropriate level of support is provided in the event of a BAU service outage. Information provided in Appendix 3 of the London Resilience Partnership Contacts Directory for utility company professional partners / control room contact details.

## Recovery

### Use of temporary accommodation

The aim of incident commanders should be to remove most evacuees from the rest centre at the earliest safe opportunity.

- Where return to people's homes is likely to be significantly delayed, an early decision to place people rapidly into emergency accommodation (e.g. local hotels) will be appropriate.
- Normal strategies, such as encouraging evacuees to go and stay with family or friends **should be implemented with extreme caution**. On no account should people be encouraged to do with if they may risk breaking the self-isolation of the medically vulnerable.

If specialised accommodation is required and cannot be provided via the Homelessness section, duty Silver/the BECC and the Emergency Duty Team (EDT), via the Out of Hours service, must be notified. In some cases, it may be advisable to initially accommodate the individual/household in a local hotel overnight, with the Homelessness service/EDT arranging more suitable accommodation the next day.

### Exit arrangements for potential / actual Covid-19 cases

- Where a member of the public comes into a rest centre with COVID19 symptoms, they should be isolated within the centre.
- If possible, and assuming only mild to moderate symptoms, if they can return home this should be facilitated. They may need to remain in the rest centre until this can be facilitated.
- If returning home cannot be facilitated (e.g. because fire/serious building damage) use of local arrangements for provision of emergency housing should be activated through the BECC. Suitable arrangements are likely to include non-dormitory accommodation provided specifically to deal with homelessness during the pandemic.

- Considering how to address people's needs remotely, especially information and advice on where to get further support, access to food in hotels / emergency accommodation (dietary and culturally appropriate). Especially relevant if moving people into emergency accommodation quickly.

#### **Stand-down**

- Once all evacuees have left the rest centre, all areas used should be cleaned as per the guidance for non-clinical settings, paying particular care to areas where any symptomatic evacuees may have spent time.
- Duty Silver/the BECC will notify FM that the centre is being stood down so that the final deep clean can be completed.

**Advise utility companies that the rest centre has been stood down.**

### Guidance:

1. All boroughs are recommended to consider the following questions individually. Emergency Planning teams should support their organisations to reflect on these questions corporately, to provide a whole-organisation response.
2. The assurance process is not seeking to hold boroughs to account but to provide a London wide picture of preparedness.
3. Use informal or formal meetings to discuss findings and consider:
  - a. Areas of concern needing escalation to chief executive level, and
  - b. Areas for collaborative support to ensure improvement through your sub regions.
4. Questions are designed to give direction and to highlight potential gaps.
5. The responses are not required to include the submission of documentation as evidence, unless the borough wishes to submit 'best practice' or useful documents.
6. Results can be shared in an anonymised way.

Please complete and return by the 9<sup>th</sup> Oct to [simon.marrow@cityoflondon.gov.uk](mailto:simon.marrow@cityoflondon.gov.uk)

Borough:	Hammersmith & Fulham
Completed by:	Neil Thurlow, Head of Community Safety
Sign off (Director responsible for resilience):	Matthew Hooper, Chief Officer for Safer Neighbourhoods & Regulatory Services



## LONDON RESILIENCE

### Emergency Planning & Resilience Covid-19 Assurance checklist (2<sup>nd</sup> wave)

RAG Rating for each RSL overall; key: **Green** no action required; **Amber** action required; **Red** urgent action required

Resilience Standard for London	Questions	RSL RAG Rating	Comment
<b>RSL1 Risk Assessment</b>	<p>1. Have you reviewed the Reasonable Worst Case Scenario and considered the implications for your borough?</p> <p>2. Have you considered how the ongoing Covid-19 situation affects other risks in your Borough Risk Register?</p>	<b>Green</b>	<p>1. Yes: on 3 March 2020 a tabletop exercise was conducted with Director of COVID-19, Director of Public Health, senior managers and service leads to address the Worst-Case Scenario and to identify any implications for Hammersmith &amp; Fulham. A recovery pre-mortem on 22 June 2020 looked forward at various worst case scenarios, which resulted in further briefings (please see the details below, section 7)</p> <p>2. Yes: Borough Risk Register is fully populated with COVID related risks. It was reported to our audit and pensions committee on 15 September 2020.</p>
<b>RSL2 Political Leadership</b>	<p>3. Have you got an agreed protocol for updating Cabinet Members and other members in relation to</p>	<b>Green</b>	<p>3. Yes: this is all part of the emergency</p>

## LONDON RESILIENCE

Resilience Standard for London	Questions	RSL RAG Rating	Comment
	<p>significant changes in the Covid-19 situation?</p> <p>4. Are Members clear on how they will be engaged in the event of a local outbreak? Is this well documented in your Local</p>		<p>Communications Plan. Therefore, members would be contacted and kept updated. The Chief Executive continues to have regular dialogue with the Leader and deputy Leader</p> <p>4. Yes: they are quite clear about localised issues. Ward members are kept informed and the Cabinet is engaged throughout. Therefore, they are quite clear about how they will be communicated with regarding local outbreaks.</p>
<b>RSL3 Managerial Leadership</b>	<p>5. Have you reviewed your internal Covid-19 coordination arrangements, to ensure they will continue to be suitable in the event of a second wave? Are you able to flex or adapt your arrangements according to changing circumstances?</p> <p>6. Do you have enough cover for key roles at Gold and Silver level?</p>		<p>5. Yes: our internal COVID-19 coordination arrangements are robust and regularly reviewed to ensure they are suitable in the event of a second wave. We can flex and adapt our arrangements according to changing circumstances.</p> <p>6. Yes: we have cover for the key Gold and Silver roles on a rota basis. Our on-call document outlines the</p>

## LONDON RESILIENCE

Resilience Standard for London	Questions	RSL RAG Rating	Comment
			COVID-19 Gold, H&F Gold and Silvers that are on-call on a weekly basis.
<b>RSL4 Organisational Engagement</b>	7. Have you debriefed from the first wave across the organisation to gather lessons widely?		7. Yes: our initial lessons learned briefing was on 15 June 2020 and the recovery group's pre-mortem findings briefing was presented to the leadership forum on 22 June 2020. A further briefing was on 10 July 2020 to update on the planned actions taken from these findings and on 22 July 2020 there was a follow-up briefing. From 24 September we have been assessing the progress of our recovery programme e.g. our evolving COVID-19 response, financial resilience and innovation, rebuilding the economy. Assessment workshops continue and include reviewing goals set in March/April. This ensures that they are still relevant and that our actions continue to be effective. These briefings are

## LONDON RESILIENCE

Resilience Standard for London	Questions	RSL RAG Rating	Comment
			regularly presented to the Recovery Board/SLT.
<b>RSL5 Capabilities, Plans &amp; Procedures</b>	<p>8. Do you have plans to restart support to the Shielded Cohort?</p> <p>9. Would you be able to resume local food hubs in the event of a lockdown?</p>		<p>8. Yes, some support is still in place (Shield Hotline) and plans are agreed to increase support as required in response to reintroduction of formal Shielding Programme.</p> <p>9. Yes: Food Support Hubs (e.g. HFFB Food Bank) have continued to operate from before and after lockdown. H&amp;F Council has worked in partnership with various local food hubs (e.g. Food Bank) and support continues. Levels of support will be adjusted depending on level of need.</p>
<b>RSL6 Resources, Roles &amp; Responsibilities</b>	<p>10. Do you have adequate coverage in all your key emergency response roles?</p> <p>11. Does this give you enough confidence that you can</p>		<p>10. Yes: we currently have adequate cover, similar to that in wave 1. We believe this will be adequate based on our previous experience. If necessary, we would request mutual assistance</p> <p>11. Yes: as proved in the first</p>

## LONDON RESILIENCE

Resilience Standard for London	Questions	RSL RAG Rating	Comment
	<p>escalate your BECC to deal with the pressures of a second wave?</p> <p>12. Do you have confidence that you could deal with a parallel major incident affecting your borough?</p> <p>13. Have you considered the resilience of your key response staff and their ability to sustain a response in the Covid-19 crisis?</p>		<p>wave, we had eleven BECC Officers from across the organisation on a rota basis. We can escalate up/down as necessary.</p> <p>12. Yes, but of course will depend on the nature of the situation. We have a COVID-19 rota and a BAU emergency response incident rota - both run well in parallel. Depending on the incident and the severity of current Covid impact we would consider requesting mutual assistance.</p> <p>13. Our resilience has been successfully tried and tested so far and as a result we have confidence in our staff; but we are concerned (similar to other Local Authorities) about the ability of staff to continue to deliver under pressure as a second wave reaches its peak. We will continue to assess, review and revise our arrangements in these ever-changing circumstances.</p>

## LONDON RESILIENCE

Resilience Standard for London	Questions	RSL RAG Rating	Comment
<b>RSL7 Partnerships</b>	14. How are you engaging with partners in preparing for a second wave?		14. We have increased the frequency of BRF meetings during the emergency. Initially they were held fortnightly and currently they are monthly. Attendance from all partner agencies is excellent. All aspects of our response have been discussed and co-ordinated with partners through the BRF.
	15. Do you have adequate partnership coordination arrangements at Gold and Silver level?		15. Yes: we have partnership coordination arrangements at Gold and Silver level. An internal Silver group meets every week to update and share information. Strategic meetings also take place e.g. with MPS concerning issues around public safety, in terms of partnership working, reviewing actions due to legislation changes and enforcement action. These meetings can be escalated as required by our partners or in response to escalating

## LONDON RESILIENCE

Resilience Standard for London	Questions	RSL RAG Rating	Comment
	16. Have you discussed arrangements for mobilising mutual aid with your sub-regional neighbours?		<p>circumstances.</p> <p>16. Yes: we engage in regular West London sub-regional meetings to discuss issues around COVID-19 and BAU. There is a West London Mutual Aid Agreement in place and H&amp;F attended the west London second wave planning exercise hosted by Hounslow on 19<sup>th</sup> August.</p>
<b>RSL8 Training, Exercising &amp; Evaluation</b>	<p>17. Have you exercised your Outbreak Management Plans?</p> <p>18. Have you undertaken exercises to evaluate your readiness for a second wave?</p>		<p>17. Yes: our outbreak plans were exercised with the service leads, emergency planning and with our Director of Public Health leading.</p> <p>18. Yes: outbreak plans have been exercised. Business continuity plans have been reviewed and signed off for all services across the organisation in readiness for a second wave.</p>
<b>RSL9 Business Continuity</b>	19. Have you updated your business continuity plans to adapt to the “new normal” ways of working?		19. Yes, there has been a revaluation of plans.

## LONDON RESILIENCE

Resilience Standard for London	Questions	RSL RAG Rating	Comment
	20. Are services ready for a second wave?		20. Yes: services have adapted in a positive way during the first wave and proved their readiness and adaptability as the pandemic unfolded. They continue to do so during these challenging circumstances.
	21. Do you have adequate plans for a social care surge response?		21. Yes: our Winter Plan addresses the wider scope for not just being prepared for a second wave but also for the 'flu. This plan also covers systems we had in place from the beginning of the COVID-19 emergency, e.g. front door activity, conversations matter.
	22. Have you undertaken work to assess and bolster the resilience of the local social care provider market?		22. Yes: market stability is covered in the recovery reporting with PMO holding detail and the highlight dashboard reporting. We are working through twice weekly meetings with key provider markets e.g. care homes and homecare. We provided funding during the first wave and PPE free of



## LONDON RESILIENCE

Resilience Standard for London	Questions	RSL RAG Rating	Comment
			charge to support providers and are now dispensing the infection control funding to assist providers. We work with CQC on market stability and this forms a key part of our Winter Plan.
<b>RSL10 Community Resilience</b>	23. How have you engaged your local community and voluntary sector in preparing for the second wave?		23. We have maintained contact with our communities and voluntary sector throughout recovery and have in place step-up arrangements in preparation for any second wave. H&F have also increased the frequency of Faith Forum meetings to address issues related issues of VAWG and rough sleeping.
	24. Have you considered the support and engagement arrangements with the local business sector?		24. Yes: local businesses would look to central government to support them with business grants. We would be the intermediate to obtain those grants and distribute them, therefore financial support is dependent on what is available nationally. We

## LONDON RESILIENCE

Resilience Standard for London	Questions	RSL RAG Rating	Comment
			continue to convene weekly business network meetings, with support from specialist speakers, to provide advice and help businesses to recover. We also continue our weekly town-centre delivery team meetings that includes shopping centres and BIDS. We continue to provide guidance, including relevant government guidance, one to ones etc. and to cascade it through various communication channels.
<b>RSL11 Recovery Management</b>	25. Do you have an agreed Covid-19 Recovery strategy in place that has been agreed by Members		25. Yes, our recovery strategy is in place. The planning began on 7 May 2020 and was agreed by Members and in place by 19 June 2020

END

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** Cabinet

**Date:** 05/07/2021

**Subject:** Procurement Strategy for Waste Collection, Recycling and Street Cleansing Services

**Report of:** Councillor Wesley Harcourt, Cabinet Member for the Environment

**Report author:** Richard Shwe, Assistant Director, Environment - Recovery  
Pat Cosgrave, Service Lead Street Environmental Services

**Responsible Director:** Sharon Lea, Strategic Director for the Environment

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### Summary

The contract for Waste Collection, Recycling and Street Cleansing Services is currently delivered by Serco. The current contract has been in place since 2008. It was extended by Deed of Variation in 2014 to run to June 2021. It was further extended, (approved by Cabinet Decision in February 2020) to run to 29<sup>th</sup> January 2023. There is no provision to further extend the current contractual arrangements.

This report sets out the proposed procurement strategy to competitively tender the contract to deliver the services from 30<sup>th</sup> January 2023. The initial contract term will be to October 2032 to align with the council's waste disposal agreement with Western Riverside Waste Authority (WRWA). Officers also recommend an option for the council to extend the contract for a further period of up to eight years.

It is proposed that the contract will include a break clause after 4 years. The break clause terms will be developed during dialogue to ensure that the council retains as much contractual flexibility as possible whilst at the same time ensuring that the contract remains viable for potential bidders and allows for the required investment, for example in ICT infrastructure. Where significant levels of investment are required from the contractor it is likely that this will be reflected in the break clause terms through a cost recovery mechanism.

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### Recommendations

1. To note that Appendix 1 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.

2. To approve in accordance with the council's Contract Standing Order (CSO) 18.1 the procurement strategy for the waste collection, recycling and street cleansing services. The contract is estimated to start on 30<sup>th</sup> January 2023 to October 2032, with options to extend for a further eight years.
3. To delegate authority to the Strategic Director for the Environment, in consultation with the Cabinet Member for the Environment, to approve minor changes to the procurement process or to the evaluation methodology as set out in procurement strategy, for operational reasons if required.

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**Wards Affected:** All

<b>Our Values</b>	<b>Summary of how this report aligns to the H&amp;F Values</b>
Building shared prosperity	By reviewing and realigning service standards as part of the procurement, officers will ensure services can continue to be delivered within the current challenging financial environment
Creating a compassionate council	A significant element of the quality aspect within tenderers proposals will be based on social value, including the provision of apprenticeship opportunities. The contract will insist that all employees are paid at least the London Living Wage (LLW)
Doing things with local residents, not to them	As part of the development of the services being procured, officers will engage appropriately with the community via the council's coproduction team and relevant resident fora. One of the requirements of the contract will be that the provider carries out an annual satisfaction survey to drive improvement based on resident feedback and needs.
Being ruthlessly financially efficient	The procurement will allow officers to introduce further 'Service Standard Guarantees', Key Performance Indicators (KPIs) which maximise the quality of services for the financial investment made.
Taking pride in H&F	The specification for the services will increase the standards required within the KPIs of the contract in a number of areas to enhance the council's ambition

	to be a cleaner, greener borough.
Rising to the challenge of the climate and ecological emergency	<p>In order to support the delivery of the services the council will consider providing finance for the procurement of the necessary service vehicles and lease them back to the provider. The procurement of these vehicles will move towards having a fleet of service vehicles that will contribute towards the commitment to be a carbon neutral borough by 2030 as soon as is practicable and affordable from the start of the new contract.</p> <p>The KPIs will reflect significant enhancements of targets around the minimisation of waste, the increased recycling of unavoidable waste and reducing the environmental emissions from the operations of the services</p>

### Financial Impact

The financial strategy for the contract procurement is attached as exempt appendix 1

Implications completed by Sukvinder Kalsi, Head of Finance (Environment)  
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### Legal Implications

Sharpe Pritchard Solicitors who have substantial experience in this type of complex contractual and procurement law, specifically in the waste management area, have been engaged to provide legal support for the technical, commercial, procurement and risk management workstreams of the procurement process.

Waste collection and street cleansing services are statutory functions of the Council under the Environmental Protection Act 1990 and that is the source of vires to procure the services. The procurement is governed by the Public Contracts Regulations 2015 (as amended) (the "PCR") which are retained following Brexit.

It is likely that TUPE will apply to the staff currently providing the services if the contract is not won by the incumbent.

The value of the contract is above the threshold in the PCR for services contracts, which is currently £189,330, and must therefore be procured in accordance with the PCR. This means a new procurement competition. The contract is classified as a high value contract under the Council's Contract Standing Orders as it is above the EU threshold for services.

All high value contracts are required to:

- have a Service Review Team established to oversee the procurement (CSO 17);

- have a Procurement Strategy reviewed at the Contracts Assurance Board and approved by the relevant decision maker before the procurement process commences (CSO 18); and
- have a Tender Appraisal Panel established following approval of the procurement strategy (CSO 19.3).

This report fulfils the requirement for a procurement strategy. Further, under CSO 19 a high value contract requires either the use of an existing framework agreement or a contract notice to be published in the Find a Tender Service ('FTS') along with an opportunity listing on the Council's e-tendering portal (capitalEourcing) and publication of a contract notice on Contracts Finder.

The appropriate decision maker for procurement strategies for contracts over £5million is Cabinet. Cabinet therefore needs to be satisfied that the recommended decision is in the best interests of the Council. The implementation of this decision will then be in accordance with the PCR.

Tenders will be evaluated on the basis of the most economically advantageous tenderer to the Council. Evaluation methodology has been agreed by the project team and is set out in the procurement strategy. The proposed split between quality and price is 60:40.

The Council is also under an obligation under the Public Services (Social Value) Act 2012 to consider how the letting of services contracts can benefit the social, economic and environmental well-being of their area. These are factors which will be considered and built into the contract and procurement documents. The Council has recently adopted a Social Value policy which applies to all its contracts above £100,000, and this requires that 10% of the total scoring is for social value, which will be subject to assessment by an external assessor, a company called Social Value Portal. The requirements of the assessor and the Council's policy will need to be built into the tender documents.

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## Background Papers Used in Preparing This Report –

None

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## DETAILED ANALYSIS

### Background

1. The council is determined to define a positive vision and embed a culture of change to help us meet net zero carbon by 2030 through strong and persistent leadership on climate change.

The new waste, street cleansing and recycling contract will be an important part of the council meeting its climate emergency objectives by:

- Minimising the amount of waste produced and collected.
- Increasing the proportion of recyclable materials in the waste that is collected
- Ensuring that the fleet we use to deliver the services is as green as possible, using electrified fleet as soon as practicable, to achieve a green fleet by 2030
- Ensuring that the provider has a clear pathway to carbon reduction in their wider operations

We have already taken steps to reduce the amount of plastic in our domestic recycling bags and commenced utilising carbon neutral delivery methods. We will continue to innovate in the new waste contract to minimise the environmental impacts of our operations as far as possible.

2. The council has a statutory duty as a Waste Collection Authority to collect Local Authority Collected Waste from the Borough and, as a Principal Litter Authority, to keep public land clear of litter and refuse within the Borough.
3. The current contract for the provision of services to fulfil the statutory duties, and to provide additional waste removal and cleansing services, expires on 29<sup>th</sup> January 2023. There is no provision within the contract to extend the current services beyond this date.
4. Options considered for the procurement of the services were:

Option 1 – Deliver the services in house

**This is not the recommended option.**

Whilst there are some undeniable attractions to delivering the services in house it would not allow the council to use the competitive tendering process as a driver for efficiency, quality improvement and innovation.

Insourcing would likely involve significant up-front costs to pay for the transition to direct employment and would lead to substantial internal capacity issues,

including those required to harmonise pay and conditions and join up service provision.

Bearing in mind the significant financial challenges councils will be facing in dealing with the impacts of Covid 19 in the coming years, such an approach would place too significant a risk for the delivery of services on the council

Option 2 – Set up a local authority trading company (LATC)

**This is not the recommended option.**

The process of establishing an LATC would be complicated, time consuming, and resource intensive.

Considerable consideration would need to be given, and external expertise sought, to advise on the potential complications arising around Corporation Tax and Value Added Tax.

Following such a process there is no guarantee that such an approach would deliver better services than a competitive tendering process, thereby placing the council in a position of additional risk and expense with no guarantee of subsequent reward.

Option 3 – Commission the services from a mature and well-developed marketplace

**This is the recommended option.**

It is a well-established pathway for the provision of such services and as such is the approach that minimises risk to the council as far as possible.

The basis for this approach is that it maximises private sector expertise, opportunities for economies of scale, and the use of technology to drive performance improvements.

Our proposed procurement approach is designed to have milestones within the contract to review the service provision to achieve efficiencies and maximise the benefits of technological advances throughout the lifespan of the contract

Option 4 – Partner with one or more other councils to commission the services

**This is not the recommended approach.**

Whilst there is an argument that procuring services across one or more councils may achieve economies of scale such arrangements can be difficult to manage in respect of the management of the terms of existing contracts and extension provisions. There are significant concerns around what the implications might be for borough sovereignty.

Such an approach also carries the issues around the need to agree the terms of the partnership (particularly in relation to the scope, scale, level of investment and the sharing of risks and rewards), and the differences in operating systems and organisational cultures across the councils involved in the partnership

Due to the size and complexity of the contracted services and for the reasons detailed above, procuring the services from a well-developed and mature marketplace is the recommended option.

5. The procurement strategy details the broad service areas which will be within the scope of the contracted services. More detailed aspects of the service



specification will be developed through soft market testing, competitive dialogue with potential providers, and consultation with relevant stakeholders.

6. The development of the detailed specification for the service will continue throughout the early part of the procurement timetable. This will ensure that the contract will deliver the best possible value for money whilst meeting both the council's statutory duties around waste and litter and providing additional services that will meet the needs of residents and business and contribute to the council's strategic objectives. Officers will brief and consult with the Cabinet Member for Environment and other relevant members and stakeholders throughout this process.
7. The specification for such services must be approved by the Mayor of London. The council notified the Greater London Authority (GLA) on 4<sup>th</sup> March 2021 of its intention to procure the contract, in accordance with the GLA Act 1999 (as amended), and commenced the consultation period with the GLA to seek approval that the proposed specification is in general conformity with the London Environment Strategy (LES). The council subsequently sent the proposed specification on 19th March 2021. Following an initial response letter from the GLA outlining comments and additional requirements in response to the first draft, officers anticipate there will be a series of discussions with the GLA, followed by a final response from the Deputy Mayor to the council confirming approval for the publication of the contract opportunity on FTS. Early discussions indicate that the GLA will only approve the specification on the understanding that there is a commitment to and a timetable for the expansion of the service to collect food waste within the new contract. At the time of writing, GLA approval of the specification is expected by 25<sup>th</sup> May 2021.
8. The indicative procurement timetable is detailed in paragraph 21. The intention is to make a recommendation to award the contract for the services by September 2022, for service commencement in January 2023.
9. Officers are proposing a contract length of an initial period of nine years and nine months to October 2032, which will align with the council's current arrangements for waste disposal to which it is committed as part of the Western Riverside Waste Authority. The proposal is to include provision for extension to the contract for a period of up to a total of eight additional years. This will allow the council and provider to review KPIs, negotiate more challenging targets and enable both parties to take advantage of technological advances relating to the services throughout the lifespan of the contract.

## **Reasons for Decision**

10. The procurement of a contract to deliver waste collection, recycling and street cleansing services will meet the council's statutory duties.
11. The procurement of a new contract for the services will better reflect the significant recent changes in environmental legislation and regulation, for

example, the introduction of The Government's 25-year Environmental Plan (January 2018), the Mayor of London's Environmental Strategy (May 2018).

12. The challenges arising from the Government's 25-year plan include:
  - Ambitions of zero avoidable waste by 2050
  - Achieving zero avoidable plastics by 2042
  - Seeking to eliminate waste crime by 2043
13. The challenges arising from the Mayor's Environmental Strategy include:
  - To reduce the environmental impact of London's waste activities (including but not limited to achieving the Mayor's emission performance standard and for London to become a zero-carbon city by 2050)
  - To make London a zero-waste city (including but not limited to the achievement of the Mayor's targets of sending zero biodegradable or recyclable waste to landfill by 2026 and for local authorities to collectively recycle 50% of Local Authority Collected Waste by 2025)
14. As importantly, a new specification and contract will ensure that the council has a service fit to deliver on its own overall strategic priorities and local environmental targets. When developing the service specification and evaluating tenders, officers will be considering specifically how the new contract will help to meet the challenges of our borough's climate and ecological emergency. These considerations will include but not be limited to:
  - Minimising waste, and recycling more of what remains, are critical to achieving a zero-carbon society. For food waste for instance, research in the UK has estimated net savings of 10kg and 40kg of carbon dioxide equivalent (CO<sub>2</sub>e) respectively per tonne of waste diverted to energy-from-waste or anaerobic digestion plants; but avoiding the same tonne of food waste saves between 2,800 and 3,100 kg CO<sub>2</sub>e.
  - Analysis from the council's independent carbon audit shows that disposing of residual waste produced by H&F residents emitted 8,277 tonnes CO<sub>2</sub>e in 2019/20 (equivalent to almost 1% of the borough's emissions), while our recycling saved 8,114 tonnes CO<sub>2</sub>e by displacing the need to produce virgin materials.
  - H&F already has one of the lowest rates of residual household waste in London. This contract, and the work around it to improve our collection approach and engagement with residents, are key to further improving on this. We will seek to further improve on our already low levels of waste and increase the proportion we recycle.
  - Additionally, the council will seek to replace the collection fleet with greener alternatives during the full life of the contract. The fleet accounted for 1,210 tonnes CO<sub>2</sub>e in 2019/20, equivalent to 2% of the council's total direct emissions including all council housing. A fully electric fleet would produce zero tailpipe emissions and be net zero when charged via the council's 100% renewable procured electricity.

## **Contract Specifications Summary**

15. The Authority has a statutory duty, as a Waste Collection Authority, to collect Local Authority Collected Waste (LACW) from the Borough and, as a Principal Litter Authority, to keep public land clear of Litter and refuse within the Borough.

The current contract for the provision of such services expires on 29<sup>th</sup> January 2023, having already been subject to a contract extension (extension commenced June 2020).

16. The contract will include a break clause after 4 years. The break clause terms will be developed during dialogue to ensure that the council retains as much contractual flexibility as possible whilst at the same time ensuring that the contract remains viable for potential bidders and allows for the required investment, for example in ICT infrastructure. Where significant levels of investment are required from the contractor it is likely that this will be reflected in the break clause terms through a cost recovery mechanism.

## **Scope of services**

17. The services within the scope of the contract will include:

### Waste Collection Services

- Household residual waste (initially collection from single use sacks and the current trial scheme for containerised collection in the event that trial continues).
- Household bulky waste (including Waste Electrical and Electronic Equipment (WEEE))
- Collection from non-residential properties producing household waste
- Collection of residual waste from commercial and municipal premises (including delivery of waste sacks to commercial customers)
- Skips

### Recycling Collection Services

- Household dry recycling (including delivery of recycling sacks to eligible households. Initially collection from recycling sacks and the current trial scheme for containerised collection in the event that the trial continues)
- Household food waste recycling (initially collection from street level properties in the prototype scheme followed by the expansion of the service during the initial term of the new contract so that households in street level properties receive a separate food waste collection, and, where feasible, households in communal bin properties and flats above shops)

- Christmas tree recycling
- “White goods” recycling services
- Collection from non-residential properties producing household recycling
- Collection of dry recycling from commercial and municipal premises (including delivery of sacks to commercial recycling customers)

#### Cleansing Services

- Street cleansing and washing
- Litter bin and specialised bin collection and stock management
- Non-enclosed recreational parks and green open spaces cleansing
- Public car parks
- “Clear all” on designated roads
- Street market cleansing and washing
- Street furniture washing
- Subways, bridges and footbridges
- Special events cleansing
- Seasonal leaf fall removal
- Removal of fly-tipped materials and abandoned waste
- Boarded fly posting removal
- Weed control and removal on hard standing areas
- Dead animal collection (from public spaces)
- Winter services (including pavement gritting and maintenance)

#### Other services

- Container management
- Customer Care and Satisfaction
- Service Requests and Complaints Management
- Communications

#### Provisional services for consideration

Other services that will be considered for inclusion in the contracted services as part of the procurement process may include:

- Containerised household waste and recycling collection. This will be considered as a provisional service, on the basis that we are awaiting the outcomes of the current prototype scheme. Should the prototype be successful we will need to know the financial impacts of any expansion of the scheme to areas of the borough where such a collection method would be appropriate and feasible in order to allow for informed decision making.
- Household garden waste recycling

- Commercial waste (sales and marketing services)
- Commercial Food waste
- Graffiti and pasted fly posting removal services
- Clinical waste
- Materials Management (food waste, garden waste, arisings from mechanical sweepings)

#### Vehicle Provision

Officers intend to run a separate but parallel vehicle procurement exercise to support the delivery of the services. The intention is that the council will retain ownership of the vehicles purchased for the services, and lease these to the Contractor who would then operate, maintain and insure the vehicles. These will be phased into the contract as and when it is economically viable and practicable to do so, especially considering the infrastructure support that will be required for a “green fleet” that will meet the council’s climate emergency strategic objectives.

At this stage of the contract procurement process, whilst final decisions are still to be reached on the future scope of services that are currently being trialled as prototypes, it is inevitably more challenging to recommend the most appropriate vehicles cost effectively and secure the appropriate waste disposal routes.

### **Strategic and policy objectives and benefits**

18. The services shall be consistent with the following objectives:

#### Statutory duties

The services will enable the Authority to discharge its relevant statutory duties under the Environmental Protection Act 1990 to collect and dispose of waste with least impact on the environment and the community

#### Mayor of London’s Environment Strategy.

The services will contribute towards the achievement of the Mayor of London’s Environment Strategy objectives, including without limitation:

- To reduce the environmental impact of London’s waste activities (including but not limited to achieving the Mayor’s emission performance standard and for London to become a zero-carbon city by 2050).
- To make London a zero-waste city (including but not limited to the achievement of the Mayor’s targets of sending zero biodegradable or recyclable waste to landfill by 2026 and for local authorities to collectively recycle 50% of Local Authority Collected Waste by 2025).

#### H&F Vision

The services will contribute to the council’s strategic priorities —as demonstrated in the table above (on p 2-3) “Our Values”.

### Alignment with wider council strategic objectives

The strategic objectives for waste, recycling and street cleansing services will mirror the council's wider strategic objectives.

**Strategic Outcome 1:** Residents and customers are at the centre of service delivery. The Authority and the Contractor involve residents and customers in the co-production of Services, doing things with them and not to them. The needs of residents and customers are addressed in a compassionate, friendly and efficient way.

**Strategic Outcome 2:** The Contractor delivers maximum value for money for the cost of the Services so that the Authority is a ruthlessly financially efficient organisation and builds shared prosperity in the Authority area.

**Strategic Outcome 3:** Technological change is embraced throughout the Contract Period and opportunities offered by rapid technological advancements are harnessed.

**Strategic Outcome 4:** The Contractor delivers solutions to support the Authority continuously reduce waste and increase recycling performance.

**Strategic Outcome 5:** The parties rise together to the challenge of the climate and ecological emergency. The Contractor reduces the greenhouse gas (GHG) emissions from the operations of the services to work towards the achievement of the Authority's goal to become carbon neutral by 2030 and contribute to the Mayor of London's Emissions Performance Standard (EPS).

**Strategic Outcome 6:** The parties work together to ensure residents and customers take pride in their local area. The Contractor keeps the Authority area clean, welcoming and well maintained.

The specification has been developed by the project board and is subject to ratification by the Mayor of London. Officers have notified the Mayor of London of the intention to procure the new contract on 19<sup>th</sup> March 2021. This notification commenced the period of consultation with the GLA to seek approval that the proposed specification is in general conformity with the London Environment Strategy. Officers anticipate obtaining approval by 25<sup>th</sup> May 2021.

### **Contract Length**

19. The proposed contract length is for an initial period of nine years and nine months to October 2032, to align with the expiry date of the council's waste disposal contract with Western Riverside Waste Authority and to reflect the potential maximum lifespan of new vehicle fleet and other assets obtained shortly after contract commencement.
20. The contract will include a break clause after 4 years. The break clause terms will be developed during dialogue to ensure that the council retains as much

contractual flexibility as possible whilst at the same time ensuring that the contract remains viable for potential bidders and allows for the required investment, for example in ICT infrastructure. Where significant levels of investment are required from the contractor it is likely that this will be reflected in the break clause terms through a cost recovery mechanism.

It is proposed that break clauses and extensions provided for in the contract will mitigate the risk inherent in the length of the contract by:

- making such break clauses/extensions contingent on contract performance and the review of service provisions;
- providing the opportunity to review key performance indicators and negotiate more challenging targets to improve service outcomes and value for money; and
- enabling the authority and the contractor to adapt and take advantage of technological advances in the collection and disposal of waste throughout the lifespan of the contract

## **Procurement Route Analysis of Options**

21. The options considered for the procurement route for the services included:

### Open procedure

This was not the recommended route. Whilst the open procedure is considered the most straightforward route to awarding contracts, the process does not allow the opportunity to discuss the Authority's requirements with providers.

### Restricted procedure

This was not the recommended route. Such a procedure is suited to where the requirements can easily be specified and there is no need to negotiate. As discussed in Section 15 (Scope of Services), the Council's requirements are complex and require some further discussion with bidders. Therefore, the restricted procedure is not suitable.

### Innovation Partnership

This was not the recommended route. Such an approach would be suited to where suitable market solutions to services required do not exist and a council may work with a provider to develop such solutions. This is not the case for these services, which are a statutory provision and has a consolidated marketplace.

### Negotiated procedure without prior advertising

This was not the recommended route. Such a procedure would need strong justification for its use under current regulations and there would likely be issues around the transparency of appointing a provider without having a clear process in place as to why they were appointed.

### Competitive Procedure with Negotiation

This was not the recommended route as it is used where the contracting authority is able to fully specify its requirements and wishes to negotiate these with a view to receiving an improved bid. It is not suitable as a means for

identifying the best solution and defining the means best suited to satisfying the contracting authority's needs.

#### Competitive Dialogue

This is the recommended procedure for the commissioning of these services.

Such a procedure is considered appropriate in light of the complexity and significant financial value of the services being procured. Whereas the council knows the broad scope of the services it needs, there is potential for tenderers to work with the Council to understand these requirements and optimise the proposed solutions. The benefits to the council of this process include:

- The ability to explore opportunities for innovation through the lifespan of the contract.
- Ensuring that potential providers understand the authority's strategic aims and goals.
- The ability to explore opportunities to find the optimal balance between cost and quality.
- The opportunity to test the relationship between the council and potential providers.

The process also benefits potential providers in that:

- It allows them to understand the financial risks, including up-front investment, that might be required in the delivery of the services
- It allows for an informed discussion around any areas of concern.

The intention is to procure the services in a single lot from one provider

The indicative competition process timetable is outlined in Section 21. A shortlist of bidders may be selected on the basis of an assessment of a selection questionnaire (SQ), principally based on technical and professional ability and economic and financial standing. The current intention is to select the top 3 highest scoring applicants following assessment of their selection questionnaires. However, should there be a greater appetite from the market for the services than anticipated, and such interest is deemed competitive, officers will discuss with the Strategic Director and Cabinet Member the possibility of bringing through additional providers beyond the SQ stage.

The selected bidders will be invited to an initial dialogue, after which they will be asked to submit interim detailed solutions. Following evaluation of the interim solutions there will be a further detailed dialogue after which bidders will be required to submit a final tender. The recommendation to award will be based on the final tender submitted, with regard to which is considered to be the Most Economically Advantageous Tender, where cost effectiveness will be based on a quality/cost ratio.

This "iterative" process will allow the council to explore solutions while ultimately providing a straightforward final competition based on agreed positions.

#### **Market Analysis, Local Economy and Social Value**



22. As a statutory service for local authorities, the market for the services is mature and well developed with c.6-7 private-sector companies working nationally with c.4-5 currently active in London. The scope and complexity of the services being procured means there are a small number of large service providers and we would therefore expect detailed dialogue with a small number of providers. It is not an area where it would be appropriate for the authority to attempt to further develop the market.

The market is consolidated and may be subject to further consolidation, so it will be important that the tender documents will be clear and balanced and that the Authority's approach to the procurement gives the market confidence in order to attract competition.

Pre-market engagement will take place in June 2021 so that officers can investigate the market more fully and initiate dialogue with potential providers to enhance their understanding of the council's strategic objectives underpinning the procurement of these services.

Social value will make up 16.7% of the total quality score. Tenderers will be asked to complete a social value matrix as part of their final tender and will be required to commit to the social value proposals offered.

The themes of the social value matrix are based on the National Themes and Outcomes Measurements Framework, and the broad categories are:

- Jobs – Promoting local skills and employment
- Growth – Supporting growth of responsible regional business
- Community – Safer, healthier and more resilient communities
- Environment – Protecting and improving our environment
- Innovation – Supporting social innovation

### **Risk Assessment and Proposed Mitigations**

23. The risk profile of the procurement is significant in terms of the value of the services being commissioned, the complexity of the procurement approach, (including the statutory obligation to have the service specification approved by the Mayor of London), and the strategic importance of the services being procured.

In order to mitigate these risks a procurement project board was convened in November 2020. The board will work under the direction of the Strategic Director of Environment and Chief Officer of Public Realm, reporting to the Cabinet Member for Environment. Officers and roles within the project board are:

- Project Sponsor – Assistant Director – Street Environmental Services
- Project Manager – Service Lead – Street Environmental Services
- Technical Lead – Waste Contracts Manager – Street Environmental Services

- Finance & Commercial Lead – Head of Finance – Environment Department
- Procurement Lead – Head of Procurement & Contracting – Resources Department

In addition, specialist support and advice has been commissioned from Sharpe Pritchard LLP (supported by Eunomia Research & Consulting Ltd. and Envalue Solutions) to work with the lead for each of the technical, finance & commercial, and procurement workstreams.

The project board will meet regularly throughout the procurement timetable to progress the individual workstreams and ensure key milestones are achieved. The board will develop a risk register where risks and mitigations will be identified and recorded throughout the procurement process.

## Timetable

24. Table 1 shows the indicative timetable for the competition process. The dates therein are contingent upon Cabinet approval of the procurement strategy and Mayor of London approval of the service specification, as well as any issues that might arise from the dialogue process. The dates will be reviewed and amended, if necessary, throughout the procurement period and should not be considered fixed.

Table 1

ACTIVITY	START DATE	COMPLETION DATE
<b>Initial Procurement</b>		
Publish “Find a Tender Notice”	From 27/01/2021	16/07/2021
Receive selection questionnaires		20/08/2021
Assess selection questionnaires	20/08/2021	17/09/2021
Confirm selected bidders		24/09/2021
<b>Initial Dialogue</b>		
Issue invitation (ITPD) and ISDS		01/10/2021
Initial dialogue	01/10/2021	12/11/2021
Solutions arising from dialogue	12/11/2021	14/01/2022
Evaluate responses	14/01/2022	11/02/2022
Feedback to bidders and detailed dialogue with remaining bidders	11/02/2022	11/03/2022
<b>Final tender</b>		
Final dialogue	11/03/2022	20/05/2022
Finalise tender documentation	08/04/2022	27/05/2022
Call for final tender issued		27/05/2022
Final tender returns		24/06/2022
Final tender evaluation	01/07/2022	29/07/2022
<b>Award</b>		
Identify preferred bidder	29/07/2022	26/08/2022
Confirm commitments	From 27/08/2022	
Standstill period	26/08/2022	09/09/2022
Award		09/09/2022

<b>Contract</b>		
Finalise contract documentation	09/09/2022	21/10/2022
Execute contract		28/10/2022
<b>Mobilisation period</b>	09/09/2022	30/01/2023
<b>Contract commencement</b>		30/01/2023

## Selection and Award Criteria

25. The award of the services will be based on a 60:40 Quality to Price ratio, which is the council's standard practice. 10% of the total score (i.e. 16.7% weighted of the total quality submission) will be allocated to social value responses in the tenderers proposals.

The key provisions for award criteria in the Public Contracts Regulations 2015 are:

Reg 67 Contract award Criteria – Most Economically Advantageous Tender:

**67.—(1)** contracting authorities shall base the award of contracts on the most economically advantageous tender assessed from the point of view of the contracting authority.

**67.—(2)** ... tender shall be identified on the basis of the price or cost, using a cost-effectiveness approach,... and may include the best price-quality ratio, which shall be assessed on the basis of criteria, such as qualitative, environmental and/or social aspect, linked to the subject-matter of the public contract in question.

### Deciding on appropriate award criteria

Contracting authorities have a broad discretion to select evaluation criteria and the evaluation methodology the contracting authority considers appropriate provided the transparency principle is met.

In essence, being transparent requires a contracting authority to:

- disclose the methodology; and
- ensure that the methodology is "*clear, precise and unequivocal*" so that all "*reasonably well-informed, normally diligent tenderers*" understand the methodology and interpret it in the same way (RWIND test).

The key principles in deciding award criteria are:

- **RWIND tenderer principle** - "*Award criteria must be formulated . . . in such a way as to allow all reasonably well-informed and normally diligent tenderers to interpret them in the same way.*"
- **Principle of objectivity** - Award criteria must be objective, ensuring that tenders are compared and assessed objectively and therefore in conditions of effective competition
- **Verification principle** - Award criteria must be accompanied by requirements which permit effective verification by the contracting authority that the tender meets the criteria.

## Quality Criteria

The quality aspect of the tenders will be based on method statements submitted by the potential providers. The broad criteria under which providers will be asked to respond to are:

- Management and Culture
- Performance
- Operations
- Deliverability
- Service delivery method
- Service delivery method for Health & Safety
- Social Value (see below).

### Social Value

Social value will make up 16.7% of the total quality score (10% of total tender score). Tenderers will be asked to complete a social value matrix and a method statement as part of their final tender and will be required to commit to the social value proposals offered.

The themes of the social value matrix are based on the National Themes and Outcomes Measurements Framework, and the broad categories are:

- Jobs – Promoting local skills and employment
- Growth – Supporting growth of responsible regional business
- Community – Safer, healthier and more resilient communities
- Environment – Protecting and improving our environment
- Innovation – Supporting social innovation

## Price Criteria

Price will make up 40% of the total score applied to tenderers proposals.

Of this 90% (36% of total tender score) will be applied solely on the price tendered and 10 % (4% of total tender score) will be based on other commercial risk elements (financial robustness and legal/risk)

## Indicative weighting

Table 2 outlines the proposed weighting officers recommend for the quality and price criteria .

Table 2

Overall Weighting %	Criteria	Criteria Weighting %
60%	Management and Culture	12.5%
	Performance	8.3%
	Operations	10.8%
	Deliverability	10.8%

	Service delivery method	35.8%
	Service delivery method for Health & Safety	5.0%
	Social Value matrix	8.35%
	Social Value method statement	8.35%
40%	Price	90.0%
	Commercial Risk	10.0%
100%		

## Contract Management

26. A full suite of key performance indicators will be developed for the services. This is within the remit of the procurement project board and will form part of their work on the development of the performance management framework which will underpin the contract for the services. The framework will include performance incentives and deductions which will feed into the contract payment mechanism to ensure value for money.

The relationship between the successful provider and the council will be managed within Street Environmental Services (SES), Waste Contract Management team, who will also be responsible for performance monitoring of the contract. A monthly performance management meeting will be conducted with the provider senior contract manager and SES management team, and a quarterly Improvement & Efficiency Board conducted with Chief Officer/SLT level management from the council and their equivalent from the provider.

In order to assist in the performance management of the contract, the service specification will insist on all vehicles used in the discharge of the services being fitted with in cab technology, tracking technology and 360-degree cameras, and the contract management team having full access to these systems. The contract will use technology and the acquisition of data to monitor the contract, drive improvement in service delivery and inform service development through the life of the contract.

### Waste and recycling collection performance

Measurement standards for household waste and recycling collection will include, but not be limited to:

- Recycling rate as a percentage of household waste collected.
- Number of missed household waste and recycling collections per 100,000 collections
- Rectification of missed household waste and recycling collections within agreed rectification periods
- Return of household waste and recycling containers to presentation point
- Cleansing of spillage arising from household waste and recycling collections

### Street cleansing performance

Measurement standards for street cleansing will include, but not be limited to:

- High standard of cleanliness (based on ex-National Indicator 195) after each cleanse
- Removal of reported fly tips and abandoned materials within a specified period after report issued.
- Emptying of street litter bins if greater than 80% full
- Contractor sacks to be only left at designated collection points as agreed with the contract management team
- Attending emergency responses, as defined in the contract documentation, within one hour
- Removal of reported dog fouling within 2 hours of report issued (during daytime hours)

#### Health & Safety performance

H&S performance measures will include but not be limited to:

- Material breaches of health and safety, such as reversing without a banksman
- RIDDOR incidents
- Personal injury levels
- At fault vehicle incidents
- Lost time incidents
- Safety observations and near misses
- Staff sickness/absence levels

#### Customer satisfaction performance

As part of the services, the provider will be required to carry out an annual resident satisfaction survey, with an escalating “contract customer satisfaction target”, the indicative proposals for which are outlined below.

As there is no like for like baseline data available, the first year’s survey will act as the baseline for future improvement targets.

- In the second Contract Year, achieve Customer satisfaction levels of at least;
  - i. [X]% of all residents reporting ‘excellent’, ‘very good’ or ‘good’ in relation to their satisfaction with the survey category of ‘refuse collection’ as determined by the Authority’s annual residents’ survey; and
  - ii. [Y]% of all residents reporting ‘excellent’, ‘very good’ or ‘good’ in relation to their satisfaction with the survey category of ‘recycling services’ as determined by the Authority’s annual residents’ survey; and
  - iii. [Z]% of all residents reporting ‘excellent’, ‘very good’ or ‘good’ in relation to their satisfaction with the survey category of ‘street cleaning’ as determined by the Authority’s annual residents’ survey;

- From the third Contract Year onwards and for the remainder of the Contract Period, the Contractor shall demonstrate an annual improvement in the satisfaction levels for all residents reporting 'excellent', 'very good' or 'good' in relation to their satisfaction with the survey categories of 'refuse collection', 'recycling services' and 'street cleaning' as determined by the Authority's annual residents' survey.

#### Social value performance

The successful provider will be expected to report on delivery of social value measures to the Council's social value provider at regular pre-determined intervals and will be required to deliver the outcomes committed to in their social value proposals. KPIs will be included to enforce these commitments.

### **Equality Implications**

27. It is not anticipated that there will be any direct negative impacts on any groups with protected characteristics, under the terms of the Equality Act 2010, from the procurement of a new waste, recycling and street cleansing service from 2023.
28. An Equalities Impact Assessment has been completed.
29. Officers recognise that there may be equalities implications arising from any service changes that might come about following the award of the contract, and a separate EIA detailing any mitigation of these will be included in the report recommending contract award.

### **Risk Management Implications**

30. Due to the complexity and financial value of the services officers are proposing to procure, the risk profile inherent in the procurement is significant. To manage and mitigate the risks a project board has been convened under the direction of the Chief Officer for Public Realm and made up of senior officers from Finance, Procurement and Street Environmental Services, and supported by specialist advisers from Sharp Pritchard Solicitors.
31. Officers will put in place provisions in the service specification for robust contract management processes once the contract for services is awarded. This will ensure that appropriate service standards are met throughout the contract period and that the cost of the service can be met within available budgets. A relationship has been recognised linking the approval of strategy to the Mayor of London. A decision therefore maybe somewhat affected, either in time or adjustment to the specifications depending on the outcome of the Mayoral elections.
32. Implications verified/completed by: Michael Sloniowski, Risk Manager, tel 020 8753 2587

## **Climate and Ecological Emergency Implications**

- 33. The services being procured will have a net positive impact on the council's climate emergency priorities
- 34. The move away from petro-diesel fuelled vehicles through the services term towards a cleaner, net zero tailpipe emissions fleet, and rationalising the overall number of vehicles used to deliver the services will contribute to our commitment to be a carbon neutral borough by 2030. Officers will however need to be mindful of the carbon impacts involved in the production of entirely new vehicles and ensure that the fleet is managed in such a way as to prolong the useful life of the vehicles for as long as possible.
- 35. We welcome the commitments within the services being contracted to minimise the levels of household waste produced and increase the percentage of waste collected that can be recycled.
- 36. We also presume a level of engagement with residents about their food waste, not only to divert such waste into more ecologically sound waste streams, but also to work with residents to reduce the amount of wasted food they produce.
- 37. We expect that the social value element aspect of the tenderer's method statements will reflect the council's strategic objectives around climate emergency and outline clear proposals about how the service provider will meaningfully contribute to these objectives.
- 38. Implications verified/completed by: Hinesh Mehta, Strategic Lead – Climate Emergency, 07960 470125

## **Social Value Implications**

- 36. The council's Social Value Strategy became effective on the 15 May 2020 and introduced a mandatory requirement for all procurement activities over £100,000 to generate a minimum 10% in social value. The social value assessment in this procurement strategy is in line with the Council requirement.
- 37. Bidders will be required to register on Social Value Portal to enter social value commitments from H&F Themes Outcomes and Measures (TOMs) framework. The Successful Bidder is responsible for paying the Social Value Portal Management Fee for the term of the Contract.
- 38. Contract managers will need to work with the council's Social Value Officer to ensure commitments are being effectively monitored and delivered. The final contract should contain appropriate social value clauses so that the Council can enforce its right to compensation if social value commitments are not delivered.
- 39. Implications by: Ilaria Agueci, Social Value Officer, tel. 0777 667 2878



## Consultation

40. The key statutory consultee is the GLA, who in accordance with the GLA Act 1999 (as amended) must approve the specification for such services. Consultation with the GLA commenced with a notification letter on 4<sup>th</sup> March 2021 and is expected to continue up until 25<sup>th</sup> May 2021

## Digital Services and Information Management Implications

41. **IT Implications:** Digital Services have been advised that the Environment may consider technical enhancements such as an interface between the Council's CRM system and the Contractor's ICT systems as part of this contract. As well, there may be an opportunity to use IoT technology (sensors) to gain valuable insights through data analysis. Therefore, it is recommended that, should a new contract with the incumbent or a new supplier result in a requirement for new systems to be procured, existing systems to be modified, or IT enhancements to be considered, IT Services should be consulted.
42. **IM Implications:** A Privacy Impact Assessment will need to be completed to ensure all potential data protection risks in relation to this proposal are properly assessed with mitigating actions agreed and implemented.
43. Contracts arising from this report will need to include H&F's data protection and processing schedule. This is compliant with the UK Data Protection law.
44. The supplier will be expected to have a Data Protection policy in place and staff will be expected to have received Data Protection training.
45. Implications completed by: Karen Barry, Strategic Relationship Manager, IT Services, tel 0208 753 3481

## List of Appendices

Appendix 1 (Exempt) – Financial Implications

# Agenda Item 10

## London Borough of Hammersmith & Fulham

**Report to:** Cabinet

**Date:** 04/05/2021

**Subject:** Education City – Land Appropriation

**Report of:** Cabinet Member for the Economy - Councillor Andrew Jones

**Report author:** Matt Rumble, Strategic Head of Regeneration & Development

**Responsible Director:** Tony Clements, Strategic Director for the Economy

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### Summary

In order for the redevelopment of the **Education City** development in White City to proceed it is necessary to appropriate the site for Planning purposes. This will allow the Council to utilise powers to override third party rights that may otherwise prevent the implementation of the proposed development. The purpose of this report is to provide an update to members on the consultation work undertaken to complete the appropriation process to implement the Council's S203 regulatory powers.

The **Education City** development will bring significant benefits to the local economy, including 132 new homes, which will be 100% affordable and to create a new mixed used education hub to include a high quality primary school, new and expanded nursery for 75 children, new adult education facilities, new youth facilities and an office for educational charities.

### Recommendations

It is recommended that Cabinet:

1. Notes that Appendix 2 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.
2. Resolves that the areas of land at the Education City development referred to in this **report and shown edged red on the plans at Appendix 1** ("the Land") are no longer required for the mixed education and health purposes for which they are currently held.
3. Approves the appropriation of the Land pursuant to section 122 of the Local Government Act 1972 for the planning purposes of facilitating redevelopment for residential and other uses pursuant to section 226 of the Town and Country Planning Act 1990.

4. Approves the use of powers to override easements and other rights in respect of the land pursuant to section 203 of the Housing and Planning Act 2016.

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**Wards Affected:** White City and Wormholt

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## H&F Priorities

Our Priorities	Summary of how this report aligns to the H&F Priorities
<ul style="list-style-type: none"><li>Building shared prosperity</li></ul>	The programme represents a significant opportunity for the Council to improve the use of its public assets, drive efficiency of operation and enhancement to public services whilst simultaneously creating social and economic value through development of a new cinema and much needed affordable housing.
<ul style="list-style-type: none"><li>Creating a compassionate council</li></ul>	The programme will further the Council's ability to provide compassionate, high-quality services that residents can rely on.
<ul style="list-style-type: none"><li>Doing things with local residents, not to them</li></ul>	Through the bottom up approach taken at numerous public consultations and feedback sessions, as well as, the co-production of design with the Disabled People's Commission.
<ul style="list-style-type: none"><li>Being ruthlessly financially efficient</li></ul>	The investment in the programme will generate a significant return, both financially and socially for local residents.

## Financial Impact

The Financial Impact of the wider Education City scheme have been set out in various decision reports, this report focuses on the need to appropriate the land to enable the scheme to progress and the Financial Impact is limited to the recommendations in this report.

The appropriation of land for planning purposes does not involve any significant external cost, with costs relating to officer time relating to the decision.

As set out in the report, beneficiaries of right to light that are interfered with as a result of the carrying out of the development will be entitled to compensation which will be calculated on the basis of the diminution in value of their land. The conditional agreement for lease includes an indemnity in respect of these costs and to ensure that any costs arising are picked up by the developer rather than the council.

## Legal Implications

The legal powers available to the Council to appropriate land and override third party rights are identified and explained in this report. Cabinet approved a report in April 2019 which approved the principle of appropriating the Education City site for planning purposes, subject to consideration of a detailed report justifying the specific use. This justification is set out in this report.

As explained in the body of this report as a local authority, the Council has the power under section 203 of the Housing and Planning Act 2016 (the 2016 Act) to carry out a development on land even though the development would interfere with the rights of adjacent land owners, if it has appropriated the said land for planning purposes. These rights include rights of light and easements. But for this provision the adjacent landowner could apply for an injunction to stop the development.

However, the 2016 Act further provides that the Local Authority must compensate those affected by the exercise of the Section 203 power. Under Section 204 of the 2016 Act there is a liability to pay compensation for any interference with a relevant right or interest or breach of a restriction that is authorised by Section 203 of the 2016 Act. The compensation is calculated on the same basis as compensation payable under the Compulsory Purchase Act 1965 i.e. based on the diminution of the value of the affected property because of the interference with the right. In the use of the power it is considered that it should be consistent with the Ministry of Housing Communities and Local Government's Guidance on Compulsory Purchase and Crichel Down Rules (July 2019).

The appropriation is made pursuant to section 122 of the Local Government Act 1972 to allow the Council to rely on section 203 of the 2016 Act. Under section 122 land belonging to a Council may be appropriated from one purpose to another, where it is no longer required for the purpose for which it is held immediately before the appropriation.

Before exercising its statutory powers to appropriate the land to planning purposes the Council must be satisfied that it will facilitate the carrying out of development, redevelopment or improvement on or in relation to land and that it is likely to contribute to the achievement of namely the promotion or improvement of the economic, social or environmental well-being of the whole part of its area and that there is a compelling case in the public interest for doing so. This report sets out how the development meets these criteria and proves there is a compelling case in the public interest for the Council to appropriate the land to facilitate the development.

Trowers & Hamlins Solicitors (Douglas Rhodes – (*email DRhodes@trowers.com*)) provided legal comments on this report and the use of legal powers set out in this report.

The Council is entitled to rely on their advice in considering how to proceed. The legal comments have been verified by Afshan Ali-Syed, Senior Solicitor (Property and Planning).

## **Contact Officer(s):**

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## **Background Papers Used in Preparing This Report**

Cabinet Report 29<sup>th</sup> April 2019 – *PUBLISHED*  
Cabinet Report 12<sup>th</sup> October 2020 – *PUBLISHED*

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## **DETAILED ANALYSIS –**

### **Proposals and Analysis of Options**

#### **Background and Current Development Proposals**

1. The Education City development (formerly ARK Swift Academy Primary school) is a major mixed used development for the Council.
2. The overall objective of the Education City development is to provide a state of art educational hub within the borough. The development will offer transformational public education services within a quality environment with exceptional building designs and a landscaped boulevard. Bringing further improvement to the White City Estate.
3. It will transform the current site of the former ARK Swift Academy Primary into an education hub, delivering 132 new homes, of which 100% will be affordable and to create a new mixed used education hub to include a high quality primary school, new and expanded nursery for 75 children, new adult education facilities, new youth facilities and an office for educational charities. It will transform the use of the site and the opportunity to deliver educational services in modern facilities to residents.

4. Cabinet approved the delivery of the Education City development on 29<sup>th</sup> April 2019, concluding that:

*‘The Education City development was an excellent scheme that would deliver on several key Council strategies & priorities and would bring numerous benefits to the borough’.*

5. The Education City Development delivers on several key Council strategies and priorities. The current facilities at the ARK Swift Primary School, the Adult Education teaching spaces, and the Harmony Nursery, have reached the end of their life and need either renewal or replacement.
6. The development will contribute to the borough’s housing ambitions by building 132 new homes, of which 100% will be affordable. The borough’s Local Plan, adopted in 2018 outlines the plans to deliver a considerable number of new homes for the borough, of which a substantial portion will be affordable housing opportunities. The 2018-2022 Business Plan sets out clear priorities around delivering 1,500 new affordable homes, including 500 for affordable home ownership and to review all sites including smaller areas to use every available piece of land for housing. The Council also has London Plan commitments to deliver new housing.
7. The development will contribute to the borough’s ambitions to maintain, improve and further accelerate standards for education in the borough, both at community schools and Academy schools like ARK Swift. The 2018-2022 Business Plan sets out clear priorities around improving and supporting schools in the face of ongoing funding reductions. This requires creative approaches to bridge the gap. The Industrial Strategy aims to promote a model of inclusive growth which recognises the key role of schools in equipping residents with the skills and capability to benefit from the dynamism of our local economy. Learning spaces that facilitate the borough’s children acquiring the skills necessary to compete successfully in the future knowledge economy will be critical.
8. The mixed-use development will be delivered by the Council entering into a Master Development Agreement, a Deed of Cooperation and other legal agreements with ARK (Absolute Return for Kids) and EDCL (EdCity Development Company Limited) to facilitate the delivery of Education City.
9. In April 2019, Cabinet agreed in principle to the appropriation of the area of land edged red in Appendix 1 for to the planning purposes of facilitating redevelopment for residential and other uses pursuant to section 122 of the Local Government Act 1972. This was needed to override easements covenants and other third-party rights in respect of the land pursuant to section 203 of the 2016 Act subject to the requirements set out in the legal implications section of the report having been satisfied and a further report for approval being made to Cabinet.

## The Need for Appropriation

10. There is a need to appropriate the site from mixed education and health uses to planning purposes in order to override third party rights, the existence of which would otherwise prevent the implementation of the proposed development.
11. Section 122 of the Local Government Act 1972 provides a power to the Council to appropriate land from one purpose to another where the land “is no longer required for the purpose for which it is held immediately before the appropriation”. The key procedural points are as follows:
  - a) The land must already belong to the Council
  - b) The land must no longer be required for the purpose for which it is currently appropriated; and
  - c) The purpose for which the council is appropriating must be authorised by statute.
12. By sections 226 and 227 of the Town and Country Planning Act 1990 (“TCPA”) the Council is authorised to acquire by agreement any land which they require to facilitate the carrying out of development, re-development or improvement on or in relation to the land, where they think that this will contribute towards the promotion or improvement of the economic, social or environmental well-being of their area.
13. However, the appropriation of land pursuant to this provision does not result in the overriding of third-party rights. This is facilitated by the powers set out in Section 203 of the 2016 Act (**“section 203”**). This, so far as relevant to the facts of this case, provides that building or maintenance work/use which interferes with rights or breaches restrictions as to user is authorised if:
  - planning consent exists for the building works or use;
  - the work is carried out on land that has been appropriated by the Council for planning purposes after 13<sup>th</sup> July 2016
  - the land could be compulsorily acquired by the Council for the purposes of the building works or maintenance/use of buildings or works constructed; and
  - the building work or maintenance/use is for purposes related to the purposes for which the land was acquired or appropriated.
14. In terms of process, case law has established that appropriation must involve more than a mere decision to hold land for a different purpose. The Council must consider whether the land is no longer needed in the public interest of the locality for the purpose for which it is held. As the purpose of the appropriation is to engage the provisions of section 203 the Council should not make the appropriation unless it has good reason to think that that interference with the rights affected is necessary.
15. Case law has also established that appropriation is the equivalent of compulsory purchase of the Council's own land and the same degree of

necessity must apply in each case.

16. In practice, section 203 means that any beneficiaries of third-party rights that are interfered with as a result of the carrying out of the development cannot prevent the development from proceeding by seeking an injunction from the courts, and as a result the development proposed can proceed. However, those with the benefit of the rights that are interfered with will be entitled to compensation which will be calculated on the basis of the diminution in value of their land.
17. Certain properties have been identified which may benefit from a right to light over the Education City site. Analysis shows that a number of properties identified are likely to experience an alteration in light following completion of the development. The existence of these rights means that unless the provisions of section 203 are engaged the development could be prevented from proceeding by the owners of the affected properties. Accordingly, the purpose of this report is to seek a resolution to appropriate the site to planning purposes so that the third-party interests can be overridden, allowing the development to proceed.

**Why the land is no longer needed for its current purpose –**

18. The area of land at Australia Road referred to in this report and shown edged red on the plan at Appendix 1 is no longer required for the purpose for which it is currently held. There are currently a number of redundant buildings on the site that are no longer in use. And as such, the site lends itself to be fully redeveloped with the opportunity to provide much needed affordable homes and improved educational facilities within the borough. The area of land at Australia Road referred to in this report and shown edged red on the plan at Appendix 1 is no longer required for the purpose for which it is currently held. The Education City Development delivers on several key Council strategies and priorities. The current facilities at the ARK Swift Primary School, the Adult Education teaching spaces, and the Harmony Nursery, have reached the end of their life and need either renewal or replacement and it is not cost effective to repurpose the buildings.
19. The existing ARK Swift primary school underutilises the use of the site and is in need of reinvestment and refurbishment to improve the efficiency and use of the building. The existing caretakers house on the site which was vacated several years ago remains void.
20. The existing Adult Education Centre comprised of temporary portacabins and were no longer adequate as a long-term solution to providing an ambitious adult education service in the borough. Therefore, this represents an opportunity for the re-provision of a new good quality purpose built Adult Education Centre to be developed on the site.
21. The existing purpose-built Nursery building was recently vacated and will no longer be in use.



## **Planning purposes and public benefits**

22. An appropriation for planning purposes is a reference to the appropriation of it for purposes for which it can be acquired under sections 226 or 227 of the TCPA. In this case it is necessary to consider whether the land would be capable of being acquired under section 226 of the TCPA.
23. Section 226 of the TCPA empowers a local authority, on being authorised to do so by the Secretary of State, to acquire compulsorily land its area:
  - If the authority think that the acquisition will facilitate the carrying out of development, re-development or improvement on or in relation to the land (section 226(1)(a)); or
  - which is required for a purpose which it is necessary to achieve in the interests of the proper planning of an area in which that land is situated (Section 226(1)(b)).
24. In this case it is appropriate to consider whether the land could be acquired compulsorily under the powers conferred by section 226(1)(a) of the TCPA. Section 226(1A) of the TCPA provides that a local authority must not exercise its power of compulsory acquisition under section 226(1)(a) of the TCPA, unless it thinks that the development, redevelopment or improvement is likely to contribute to the achievement of any one or more of the following objectives:
  - the promotion or improvement of the economic well-being of the area;
  - the promotion or improvement of the social well-being of the area; and
  - the promotion or improvement of the environmental well-being of the area.
25. It is the view of officers, supported by legal advice, that the Education City site could be acquired compulsorily under section 226(1)(a) in order to facilitate the carrying out of redevelopment and that such redevelopment would advance all three objectives identified at Section 226(1A). The benefits of the Education City development that fulfil those objectives are detailed later in this report.
26. As, subject to satisfying the relevant requirements, the effect of appropriation would be to engage the override provisions of section 203 of the 2016 Act it is necessary to consider whether the facilitation of the development would justify an interference with the rights of third parties. In making that decision regard has been given to the advice and guidance contained in the current MHCLG Guidance on Compulsory Purchase (July 2019).

27. Fundamentally, the decision to appropriate in order to engage section 203 of the Housing and Planning Act 2016 should only be made where it is necessary, there is a compelling case in the public interest and the Council should be sure that the purposes for which the powers are being exercised justify interfering with the human rights of those whose interests will be affected. Particular consideration should be given to the provisions of Article 8 and Article 1 of the First Protocol to the European Convention on Human Rights and this is considered below.
28. Turning to the planning policy support for the Education City redevelopment, for the purposes of s38(6) of the Planning and Compulsory Purchase Act 2004 the Statutory Development Plan for the area in which the site is situated comprises (1) the London Plan and (2) the Hammersmith and Fulham Local Plan 2018. The planning policy support for the scheme was discussed in detail in the associated planning report to Planning Committee dated 6 March 2018. The recommendation of the planning officer was that any harm to the amenity of neighbouring occupiers (including on issues of light and overshadowing) is not adverse and in any case is outweighed by the benefits of the development. These benefits are set out in this report and the appendices attached. Members of the Planning Committee agreed with this assessment and granted planning permission accordingly. The following is a summary of key planning policy requirements.
29. The NPPF (paragraph 94) states that weight should be given to the need to create, expand, or alter schools and London Plan Policy 3.18 supports development that would enhance education and skills provision, including the new build and expansion of existing education uses.
30. Local Plan Policy CF1 specifically supports the improvement and/or expansion of community and services, including the improvement and expansion of primary schools, provision of childcare nurseries, and seeking new facilities where appropriate and viable as part of major development proposals, including leisure, recreation, and sports facilities.
  31. The statutory development plan for the borough comprises the London Plan (2016) and the Local Plan (2018). A number of strategic and local supplementary planning guidance and other documents are also of material consideration in the determination of planning applications.
  32. The Council adopted the Local Plan on 28 February 2018. The policies in the Local Plan together with the Planning Guidance Supplementary Planning Document (SPD) (February 2018) is a material consideration in determining planning applications.
  33. The London Plan was published in July 2016. It sets out the overall strategic plan for London and forms part of the development plan for Hammersmith and Fulham.
  34. The draft London Plan was published on 29 November 2017. The Plan's consultation ended on 2 March 2018. The Examination in Public (EiP) on the London Plan was held between 15th January and

22nd May 2019. The Panel of Inspectors appointed by the Secretary of State issued their report and recommendations to the Mayor on 8th October 2019. The Mayor has considered the Inspectors' recommendations and, on the 9th December 2019, issued to the Secretary of State his intention to publish the London Plan. On 13th March 2020, the Secretary of State wrote to the Mayor to make specified changes to Intend to Publish London Plan, following the conclusion of the plan's examination. The Mayor cannot publish the plan until he has incorporated these changes, or the Secretary of State has withdrawn the Direction following further negotiation. The regional component of the Development Plan therefore remains the London Plan.

35. Local Plan Strategic Policy WCRA states the Council will support major regeneration and growth in the White City Regeneration Area, in terms of the delivery of mixed-use development, including new housing, jobs, community, and leisure facilities. Policy WCRA sets an indicative housing capacity of 6,000 new homes and 10,000 new jobs for the regeneration area. The policy however recognises the importance of White City West in meeting the wider objectives, together with phased renewal of the estates and improved connections to existing communities. Policy WCRA2 relates to the White City West area which includes the application site and the borough's largest housing estates. Policy WCRA2 specifically identifies development should include future education, community, leisure, and public and private spaces within new schemes.
36. Local Plan Policy HO3 (Affordable Housing) provides detailed guidance on the level of affordable housing, stating that housing schemes should increase the supply and improve the mix of affordable housing to help achieve more sustainable communities. The policy states that at least 50% of housing units should be affordable, of which 60% should be social or affordable rent and 40% should be for intermediate housing and affordable housing should be located throughout a development and not concentrated on one part of the site.
37. London Plan Policies 4.2 and 4.3 support the delivery of mixed-use development to support the provision, environment, and enhancement of the boroughs office stock. The provision of retail development as part of mixed-use developments is also supported.
38. London Plan Policy 2.7 seeks to improve the competitiveness of outer London by supporting both viable local activities and those operating within the broader sub-regional market. This includes developing the outer London office market through the delivery of mixed-use redevelopments. To achieve this, strategic support is provided through the designation of opportunity areas such as White City, as set identified in London Plan Policy 2.13.
39. London Plan Policy 2.13 seeks to optimise non-residential out-put and densities and contribute to, and where possible, exceed indicative estimate's employment capacity within Opportunity Areas, such as White City.

40. Local Plan Policy E1 supports new business proposals including mixed use schemes for new employment uses and seeks to support the retention and intensification of existing employment uses for businesses of all sizes.
41. The officer report to Planning Committee on 6 March 2018 concluded the proposal brings about a holistic redevelopment of the site, introducing a campus style education hub along with residential and office uses that complement each other to deliver a high-quality scheme. In summary it found:
- The development provides new state of the art education facilities. Both the school and nursery would have expanded facilities and an increase capacity with improved external play facilities.
  - The new Youth Zone would provide affordable activities in sports, arts, music, and employment training and mentoring for young people.
  - The new office would accommodate Ark's headquarters and provide affordable modern workspace for other mission aligned charities and social enterprises focused on education and include conference and training space.
  - The non-residential provisions are for the benefit of the local area and wider economy and would deliver a wide range of benefits including the creation of new jobs on the site.
  - The proposed development would contribute significantly to providing new housing in the Borough, including 100% affordable housing thereby achieving the London Plan and Council's strategic objectives.
  - The redevelopment would also contribute by creating a high-quality built environment and include the provision of a substantial area of public realm in the centre of the site with the Boulevard and square and improved permeability through the White City area
42. Overall the officer report to Planning Committee on 6<sup>th</sup> March 2018 stated the proposal accorded with the Development Plan and other material considerations including NPPF policies.
43. There is therefore extensive planning policy support for the development proposals and planning permission was granted on 13 February 2019 (reference 2017/04800/FUL). This is key to demonstrating the compelling case in the public interest, justifying the appropriation.
44. An application to vary the planning permission was granted on 30 June 2020. (the changes include the repositioning of approved building footprints, alterations to the parapet heights, elevational design amendments, reconfiguration of the roof, removal of the internal servicing yard and landscaping changes. The Planning Officer report to Planning Committee considering these variations dated 4 June 2020 concluded that the "current proposal is considered to accord with both the London Plan and Local Plan and other material considerations including NPPF policies achieving a sustainable development".
45. Officers have considered whether the Education City redevelopment could be blocked by any physical or legal impediments to implementation. The

existence of 3<sup>rd</sup> party rights is a potential legal impediment, which can be overcome via appropriation.

**46. Public Benefits**

- The project will create a distinctive high quality, mixed-use development to include:
- 132 homes with 100% affordable housing for local residents;
- A high-quality primary school
- New youth zone facilities
- A new and expanded nursery for 75 children
- New adult education facilities
- New office for educational charities

**Steps taken to negotiate the release of rights by agreement –**

47. Before making a decision on the appropriation it is necessary to take reasonable steps to ascertain who may have a property right or interest that may be affected by the development proposals. With this in mind, reasonable enquiries were undertaken including land registry title searches, and in respect of Council-owned properties, checking the Council's leasehold and tenancy details to ascertain those whose rights may be interfered with as a result of the Education City programme.

48. Delva Patman Redler 's specialist rights of light consultants on behalf of the developer previously identified parties to whom the passage of light may be reduced by the Education City programme. These affected parties included the following:

- Units within Hastings House
- Units within Wolfe House
- Units within Baird House
- Units within Durban House
- Units within Grey House
- Units within Lawson House
- 201 Wood Lane
- The Parachute Regiment

- St. Michael and St. George Church

49. Trowers & Delva Patman Radler have since given this further consideration as to who should be consulted and, in order to maintain consistency with the approach taken on other LBHF schemes where s.203 has been relied upon. The Council consulted neighbouring owners who will suffer actionable losses, rather than all properties outlined above (and as outlined in the November Cabinet report) that the Council does not consider has rights of light as a result of either reserved redevelopment rights contained in the long residential leases or secure tenants not having lived at the property for long enough to have acquired prescriptive rights.
50. During week commencing 12th January 2021, the Council sent letters to the parties with long term property interests that was identified as being actionably interfered with, indicating its intention to appropriate the Education City site for planning purposes and inviting comments: -
  - Flat 7 Hastings House
  - Flat 13 Wolfe House
  - Territorial Army Centre White City
  - 201 Wood Lane
51. Consultees were given the opportunity to contact – Stuart Gray of Delva Patman Redler (Rights of Light consultant) or to make their own independent enquires and to return any postal enquires to the Council (in a prepaid envelope\ by 15th February 2021. Officers can confirm at the time of writing this report that no formal contact or any postal replies was received.
52. It is clear that for the Education City redevelopment to proceed within a reasonable timescale that it is necessary to appropriate the land to secure the benefits associated with the proposed scheme. As a result, officers are of the view that unless the land is appropriated for planning purposes in order to engage the override provisions of section 203 of the 2016 Act the redevelopment proposals for the Education City will not go ahead at all or could be substantially delayed.

**Could the Public Benefits Be Achieved in the Absence of the Interference with Rights?**

53. Officers have considered whether the development could proceed without interfering with the rights identified. Officers are satisfied that the development could not proceed, and the associated benefits could not be achieved without giving rise to all or some of the infringements for which section 203 is being engaged. A cut back analysis to the Education City Development scheme has been undertaken by Delva Patman Redler to demonstrate how much of the proposed building would have to be removed in order not to cause any interference with the easement of light enjoyed by the surrounding property owners. This cut back demonstrates that, due to either the proximity of the surrounding properties, or their residential use, the proposed development would be significantly reduced in scale and massing. This would then have a consequent impact on scheme viability and deliverability.

54. To conclude, any alternative approach to the development which seeks to avoid interference with the rights would reduce the deliverability or even prevent a development which will bring forward this new mixed used education hub

### **Human Rights Issues**

55. As indicated above, consideration must be given to the interference with rights protected by the Human Rights Act 1998. In this case a decision to override easements and other rights represents an interference with rights protected under Article 1 of the Protocol to the European Convention on Human Rights. (the right to peaceful enjoyment of possessions) and Article 8 of the European Convention on Human Rights (right to respect for private and family life, home and correspondence). Any decision to interfere with such rights must strike a fair balance between the public interest associated with the development proposals referred to above and the interference with private rights.
56. Given the clear public benefit associated with the development proposals referred to in the body of the report, the fact that there is no feasible alternative means of achieving that public benefit, and a compelling case in the public interest for the use of the powers to override rights and the availability of compensation to those whose rights are overridden calculated on a diminution in value basis, it is considered that the interference with the private rights of those affected would be lawful, justified and proportionate.

### **OPTIONS AND ANALYSIS OF OPTIONS**

Appropriation is the only viable option that will enable the redevelopment of The Education City development.

The alternative course of action is to pursue the re-development of Education City without appropriation. This alternative approach would place the development at risk of injunction by affected parties who's rights may be impacted. Therefore, there is a risk of the development being blocked by these affected parties.

It is recommended that the Council proceeds with the decision to appropriate. This is a key shovel ready project, that will contribute to economic recovery in the borough, while providing vital affordable homes and educational services

### **Reasons for Decision**

57. The key reasons for this decision are:
- The ARK Swift Primary school site (the area of land at Australia Road referred to in this report and shown edged red on the plan at (Appendix 1) is no longer needed for its current purpose;
  - There will a significant public benefit of the new development (see paragraph 46

- The new development will increase the supply of genuinely affordable housing;
- Providing local economic investment, including job and training opportunities;
- There is a compelling case in the public interest to appropriate the sites to planning purposes in order to engage the override provisions of section 203 of the 2016 Act and the necessity test is satisfied
- Any interference with the human rights of those who benefit from the rights to be overridden is justified and the use of section 203 represents a proportionate approach.

## **Conclusion**

58. Officers are satisfied that:

- The former ARK Swift Primary School site (the area of land at Australia Road referred to in this report and shown edged red on the plan at (Appendix 1) is no longer needed for its current purpose;
- There is a compelling case in the public interest to appropriate the sites to planning purposes in order to engage the override provisions of section 203 of the 2016 Act and the necessity test is satisfied
- Any interference with the human rights as a result of the appropriation is justified and they will be compensated accordingly. Therefore, the use of section 203 represents a proportionate approach.

## **Equality Implications**

59. In deciding to proceed with the appropriation of land for planning purposes, the Council must pay due regard to its Public-Sector Equality Duty (PSED), as set out in Section 149 of the Equalities Act 2010 (the 2010 Act). The PSED provides that a public authority must, in the exercise of its functions, have due regard to the need to:
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
  - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
60. Consideration must also be given to whether, if the decision is made to go ahead, it will be possible to mitigate any adverse impact on an protracted group, or to take steps to promote equality of opportunity by, for example, treating an affected group more favourably.
61. Officers have previously taken this into account in the assessment and is mindful of this duty in making the recommendations in this Report. Generally,



it is considered that the impacts of the Development are positive. The proposals comprise measures to ensure that the residential units are accessible and adaptable, with 10% of units having a layout and size specifically enabling use by a wheelchair users. The development as a whole has embraced the principles of accessible and inclusive design within the Education City and commercial office being fully accessible. This is considered to be a significant improvement on the current offer.

### **Risk Management Implications**

62. As part of the Education City development, officers have considered the risks associated with the various stages of this programme and sought to put in place appropriate mitigations. Specifically, for this report, officers have sought appropriate external technical advice in respect of matters relating to appropriation, right to light and rights of access. Officers also need to confirm in the report that the financial risks, including potential compensation, will be managed by the Council and are incorporated in the Council's financial model.
63. It is recommended that officers continue to review, monitor, and escalate as appropriate until the programme objectives have been delivered and ensure that new risks identified are assigned to risk owners. The implications sections in this report identifies a number of legal and financial risks which will need to be closely monitored and managed and subject to regular reporting to Members.
64. Given the significance, value and complexity of the proposed programme, officers should, as advised in previous reports, set out the officer and member governance arrangements which will provide programme oversight and assurance and ensure that costs are appropriately controlled, and key actions taken once appropriate consents and approvals have been confirmed.

*Implications verified/completed by: David Hughes, Director of Audit, Fraud, Risk and Insurance, tel: 0207 361 2389*

### **Property Implications**

65. The Council's site assembly for the Education City development has been previously outlined in previous Cabinet reports and this included setting out the reasons using powers under s203 Housing Act 2016. The Council has employed specialists in rights of light to undertake a strategy and outline next steps.

*Implications verified/completed by: Nigel Brown, Head of asset strategy and portfolio management, tel: 07773 281039.*

### **Climate and Ecological Emergency Implications**

These implications must be drafted by the report author and approved with Hinesh Mehta. Guidance can be found on the [Governance site](#).

*Implications verified by: Hinesh Mehta (title and telephone of officer)*  
**Not applicable**

**ICT (required for any changes to IT systems) – *Not applicable***

**Information Management – *Not applicable***

**Local Economy and Social Value – *Not applicable***

**Commercial – *Not applicable***

**Business Intelligence – *Not applicable***

**Personnel – *Not applicable***

**Consultation**

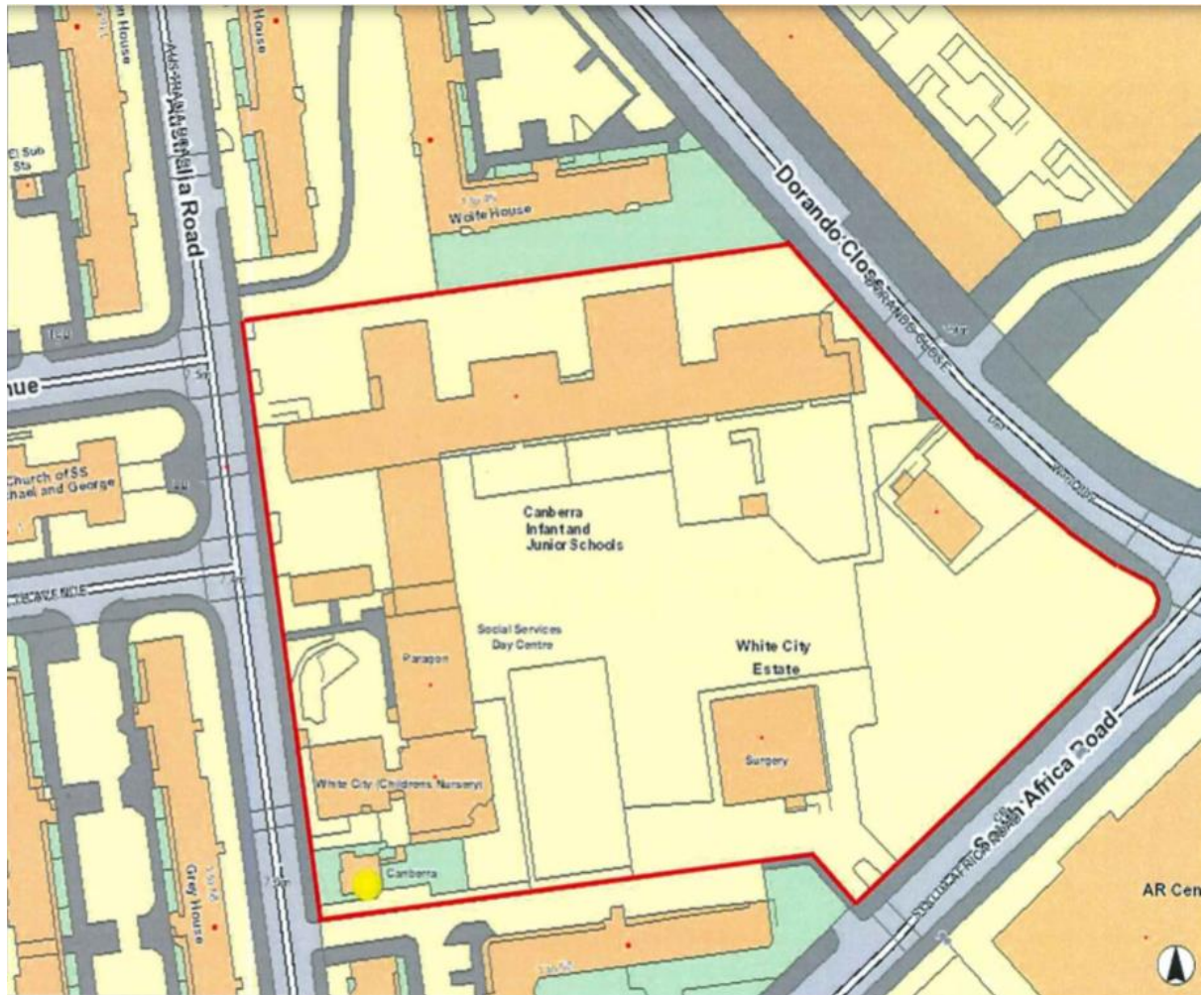
66. Affected properties specifically consulted.

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**List of Appendices:**

*Appendix 1 – Red line plan of the site*

*Exempt Appendix 2 – Options appraisal*



Appendix 1 – Site Layout Plan

# Agenda Item 11

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** Cabinet

**Date:** 05/07/2021

**Subject:** Investing in White City

**Report of:** Councillor Andrew Jones, Cabinet Member for the Economy

**Report author:** Matt Rumble, Strategic Head of Regeneration & Development

**Responsible Director:** Tony Clements, Strategic Director for the Economy

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### Summary

This report provides an update to the Building and Homes Communities strategy approved by Cabinet in July 2019 and specifically development and regeneration projects led by the council in the White City area.

The strategy commits the council to utilising its land and property assets to meet key council priorities to deliver affordable housing and community facilities for borough residents. The White City area projects comprise White City Central, Education City (the former ARK Swift Primary school site) and Commonwealth Avenue (the former Nubian site). Collectively these projects will deliver at least 300 affordable homes (450 new homes in total) over the next 7 years as well as new, high-quality replacement of existing community and education facilities. These schemes will enhance the opportunities for local people and the surrounding area with the creation of employment and training opportunities, new homes and education facilities for all ages.

The report seeks approval for a further budget for the White City Central project to work with the community to develop designs and take the scheme to planning and to deliver a community hub in the former health centre. In relation to Education City, the report seeks approval to agree the S77 of the School Standards and Framework Act 1998 (SSFA 1998) terms from department for education (DfE) in relation change of use of land and to approve an investment facility to bring forward the regeneration of the site.

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### RECOMMENDATIONS

#### That Cabinet:

1. Notes that appendices 1, 4, 5 and 7 are not for publication on the basis that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out in

paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).

2. Approves a capital budget of £2,701,500 for the White City Central project, to pursue the comprehensive redevelopment proposals including the full design, surveys and project management fees up to planning submission and procurement of the main contractor and feasibility and refurbishment works to the former NHS Health Centre, expected funding of the scheme as set out in Appendix 1.
3. Approves an investment of up to £39m in the form of development financing to EdCity Office Ltd to fund the cost of development and construction of the office building thereby facilitating the comprehensive development and regeneration of the site to provide 132 new affordable homes, a new school, new nursery, adult education centre and youth facilities.
4. Approves a corresponding capital budget of up to £39 million to be funded by an increase in the council's Capital Financing Requirement.
5. Delegates authority to the Strategic Director for the Economy in consultation with the Director of Finance and Head of Law to take all necessary steps to facilitate the decision in 3, including agreeing the final contractual terms for the investment facility (based on the heads terms in appendix 5) and subject to completing the assessment of the checklist of the six key subsidy principles (appendix 4).
6. Approves the conditions imposed by the Department for Education for the Education City project as set out in appendix 6.
7. Notes the approach to engagement and consultation with residents and stakeholders at White City during the next stage of the design process up to planning submission.
8. Notes the council entering into negotiations with the Department for Education with regards to the Section 77 application in respect of Randolph Beresford Nursery for the White City Central Project.
9. Notes that the council has secured £900,000 from the MHLG land release funds that will reduce the overall contribution to costs of the Education City project from the council and development partner Ark.

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**Wards Affected:** White City and Wormholt

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<b>Our Values</b>	<b>Summary of how this report aligns to the H&amp;F Values</b>
Building shared prosperity	The development includes a range of community facilities that will benefit a wide range of local residents, as well as

	provide much needed affordable housing.
Creating a compassionate council	The area is in much need of community facilities for local residents to access. Combined, these schemes will provide modern and fit-for-purpose amenities for residents.
Doing things with local residents, not to them	<p>These schemes involve extensive engagement with the local community.</p> <p>Co-producing a development with White City Estate residents on the White City Central scheme has been built into the process for developing designs as schemes progress from initial feasibility to the development of more detailed designs. The project team has adopted new 'ways of working' with the community which include the following values and commitments:</p> <ul style="list-style-type: none"> <li>• Co-production throughout the project</li> <li>• Clarity &amp; honesty</li> <li>• Checking back with residents</li> </ul>
Being ruthlessly financially efficient	<p>The investment in the projects will generate a significant social return for the council and the local community.</p> <p>New homes and community facilities will be designed to carefully to ensure low maintenance once occupied.</p>
Taking pride in H&F	The schemes will deliver quality additions to the borough in terms of housing provision and community facilities. Schemes will be delivered to the highest safety standards reflecting the council's priority to keep its residents safe.
Rising to the challenge of the climate and ecological emergency	Schemes will meet the key environmental challenges and will be designed to a London Plan standard. We will encourage inclusion of carbon neutral design proposals and green initiatives where possible.

### White City Central Project Financial Impact

On 3 June 2019, Cabinet approved a £2.88m capital budget to take the White City Estate development up to the end of RIBA stage 3 (planning permission). This report is seeking approval for an additional budget of £2,701,500 resulting in a combined total of £5,581,500 of the anticipated £12,771,569 project on-costs expected for the

entire scheme up to practical completion. This excludes the previous acquisition costs of £5,208,076 for the former health centre for which the budget was previously approved.

To take into account proposed changes to the scheme, including the number of units and changes to community facilities, a revised appraisal along with a sensitivity analysis has been carried out on the proposed scheme and confirms financial viability and a strong financial return from the development. This is detailed in Exempt Appendix 1. The full development cost will be funded from a combination of borrowing, GLA affordable housing grant, Right-To-Buy (RtB) receipts and the proceeds of sales receipts.

Total spend on the scheme's project development budget as at April 2021 is £677,397 with a further £13,600 of spend committed.

The appraisal will be updated with the latest information before the scheme can progress beyond planning permission and ahead of any decision to approve the full scheme for procurement of a contractor. Should the project prove unviable and not proceed, the capitalised expenditure incurred to that point will need to be written off and charged to revenue budgets. Regular review of the scheme's financial viability and monitoring by the Development Board will ensure that should this risk crystallise it will be identified at the earliest opportunity to allow for better management and mitigation of abortive costs.

### Education City Project Financial Impact

Capital budgets for the Education City scheme have been approved as part of previous decision reports and included details of the investment appraisal and viability. On 2 November 2020, Cabinet agreed a revised total budget of £77.9m split between the development scheme and the associated grant funding of the youth facility. The table below shows the currently agreed capital budgets and funding for the Education City project.

**Table 1: Education City Financial Summary**

	<b>Approved budget £000s</b>
Residential	65,723
Adult Learning Centre and Nursery	6,900
<b>Total Council Scheme Costs</b>	<b>72,622</b>
GLA Affordable Housing Grant	2,492
RTB Receipts	6,356
Sales receipts	9,568
Borrowing	54,206
<b>Total Capital Funding</b>	<b>72,622</b>
<b>Onside Grant for Youth Facility</b>	<b>5,250</b>
Funded by	
S106 Receipts	1,750
General Fund Borrowing	3,500

<b>Total Funding of Onside Grant</b>	<b>5,250</b>
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This revised budget of £77.9m is reflected in the latest approved capital programme. £2.8m of capital expenditure has been incurred to date plus a further £354,081 of revenue spend for decant costs. The total approved revenue budget is £404,252 is funded from a combination of HRA (£160,747) and GF (£243,505) reserves. In the event that the scheme does not proceed, the capital expenditure to date would be abortive and would need to be written off to revenue reserves. As set out in the Cabinet report in November 2020, affordable housing will generate a rental revenue stream for the Housing Revenue Account to meet the majority of borrowing financing costs. Officers continue to explore additional funding opportunities and identify potential cost savings to reduce the level of borrowing required.

The recommendation in this report requests that Cabinet approve a separate and additional investment of £39m in the form of development finance to EdCity Office Ltd for the development and construction of the office building. This investment provides a 10-12 year loan facility to EdCity Office Ltd to enable the scheme to proceed and is required to further the wider development and regeneration policy objectives in relation to White City.

### ***Capital expenditure and revenue implications***

Under local authority capital financing requirements, the investment will be classified as capital expenditure under statute and therefore the recommendation also seeks approval for a corresponding capital budget of £39m. This capital investment will be funded by an increase in the council's Capital Financing Requirement.

The revenue costs of this capital investment will be:

- the Minimum Revenue Provision (MRP) (2% or £780,000 pa)
- the opportunity cost of lost interest receivable (currently less than 0.1%) or the cost of any external borrowing (currently c2% or £780,000 pa).

The draft Heads of Terms (HoT) provide that the interest payable by EdCity Office Ltd to the council will cover the council's cost of borrowing plus a margin to reflect risk which seeks to ensure that the revenue costs above are met from interest receivable. Therefore, the investment is intended to be self-financing with no additional call on the council's general fund resources.

The investment will be classified as a non-specified investment under the council's Annual Investment Strategy included within the Treasury Management Strategy. The drawdowns by EdCity Office Ltd will be made from available cash balances and any borrowing required will be managed as part of the council's treasury management arrangements.

### ***Other costs***

Other costs of the arrangement are intended to be met by EdCity Office Ltd as the borrower. The proposed HoT require EdCity Office Ltd to pay the legal costs and other costs and/or professional fees incurred by the council as a lender (£41,000 to date). In addition, the HoT include provision of an annual facility monitoring fee (proposed to be £10,500 plus CPI) to be paid by EdCity Office Ltd to the council cover the costs of risk monitoring activity.



## ***Risks and mitigations***

A key risk in relation to any investment is the counterparty risk, the risk that the counterparty might default on its contractual obligations to pay interest and / or to repay the capital / principal sum to the council:

- Interest: interest will be rolled up into the loan during the construction period and then is expected to be paid from office rental receipts post completion. There is risk that EdCity Office Ltd is unable to pay contractual interest if it is unable to let the office building. In the event EdCity Office Ltd is unable to pay interest, the revenue costs of the capital investment will continue to be borne by the council but without matching income. Based on MRP of 2% and external borrowing costs of c2% this could lead to unfunded costs exposure of c£1.56m pa.
- Capital/ principal: the loan is an interest only facility to be repaid at, or before, the end of the term. EdCity Office Ltd intend to refinance before the end of the loan term however there is a risk that EdCity Office Ltd is unable to refinance and therefore repay the capital/ principal. In the event EdCity Office Ltd is unable to repay its capital at the end of the loan term the costs set out above would continue to apply annually for a 50-year term. However, in this scenario, the council would have the security of and recourse to EdCity Office Ltd asset with an expected market value significantly higher than the council's proposed investment (based on current valuation and the loan to value ratio) and, in addition, recourse to a guarantee from Absolute Return for Kids (ARK) to cover losses up to £10m.

The Heads of Terms (HoT) provide a number of mitigations for these risks the most significant being:

- an unconditional guarantee from ARK against any loss incurred as a consequence of default by EdCity Office Ltd, up to a maximum of £10m
- security over the land and the office building
- maximum 65% Loan to Value ratio
- an undertaking from ARK that it will take a lease of two floors of the office for the 10 year life of the loan (sufficient to meet a significant proportion of EdCity Office Ltd's interest payments)
- an interest reserve account of 12 months' interest payments to "buy time" to take action to protect the council's interests and / or enforce security
- an undertaking from ARK (parent of EdCity Office Ltd) to ensure that EdCity Office Ltd will, at all times, be in a position to meet its financial and other obligations
- annual approval of EdCity Office Ltd financial plan / model by the council.

In the event of default, and in event that the value of the building was less than the value of the outstanding loan should the council need to enforce security the £10m guarantee from ARK would cover the first £10m of council losses (presuming ARK is unable to meet its obligations under the guarantee. If losses exceeded the guarantee, the council would need to impair the loan to the value of the loss.

However, once the office building is operational, the council will be making MRP contributions (funded through the interest rate charged on the loan). MRP serves to amortise (spread the cost of the loan or “repay”) the loan over the life of the asset and therefore smooth any write off of costs. Presuming that EdCity Offices has been able to meet its interest obligations during the loan period this will have serviced the first 10 of 50 years’ repayment and the Council will continue to pay MRP over the remaining period rather than having a significant one-off hit to revenue in the event of any losses.

The body of the report and the detailed Appendix 4 describes the proposed heads of terms which have been developed with the input of financial, legal and valuation advice, including advice on the market for office accommodation post Covid-19. Appendix 4 sets out further information on the risk mitigation arrangements included within the proposed Heads of Terms.

There is an additional risk in relation to interest rates as the Heads of Terms propose that the interest payable will be agreed at the time of signing the agreement. There is a risk therefore that, should interest rates rise significantly during the course of the loan, the council’s revenue costs (opportunity cost of investment income or interest payable) will exceed the interest income, and therefore will result in these costs falling on the general fund. This will need to be monitored and managed through the overall treasury and cash management arrangements.

## **Legal Implications - Education City**

### **Power to provide investment facility and compliance with subsidy control regime**

#### **Vires**

There is a free-standing power for local authorities to invest contained in s12 of the Local Government Act 2003 for any purpose relevant to its functions, subject to having regard to the statutory guidance under s15, proper accounting practices and relevant CIPFA guidance. The power to invest includes making loans to local charities such as EdCity Office (ECO) provided such investment is part of a wider strategy for economic growth.

Given the purpose of this investment is to enable the regeneration of the whole Education City development through a re-payable loan for the office construction then it is within the permitted use.

Finding the relevant powers to act is only part of the story when it comes to taking lawful decisions. The Council also needs to exercise its powers properly, taking into account all relevant considerations, ignoring irrelevant considerations, following proper procedures, avoiding any unlawful fetter on the Council's discretion and any other relevant public law principles. When considering an investment, the Council also needs to compare the likely returns which would be generated by investing monies in other ways, particularly when weighed against the costs and risks involved.

The guidance also requires the Council to ensure that their investment strategy has quantified the risk that any investment may expose the Council to and that it is satisfied that risk is mitigated and such investments are proportionate. The proposed heads of terms have been negotiated to mitigate the risk of investment by the Council and to provide a market level position on the transfer of risk. The advice to Council provided in Appendix 4 and 5 as well as separate financial advice confirms that the Council has quantified and properly mitigated its risk in this regard to date.

### **Subsidy Control (to form part of exempt appendix 5)**

The Council must consider if this investment will be within the subsidy control regime under the UK/EU Trade and co-operation Agreement (TCA) which has been brought into force in the UK by s29 of the European Union (Future Relationship) Act 2020. Whilst in many ways similar to the former state aid rules including the way in which a subsidy is defined, the new regime does not make subsidies unlawful unless permitted either individually or through exemption schemes, but rather in general provides that they are lawful provided that they are granted consistently with 6 principles set out in the TCA and detailed at para 3.2 in the Exempt Appendix 4.

The proposed investment by the Council is likely to be a subsidy but is consistent with these principles and the draft heads of terms has been drafted accordingly. Therefore, there are grounds to consider that the subsidy element of the proposal is proportionate and an appropriate means of achieving the Council's objectives. It is understood that the office project is crucial to the development from ARK's perspective, but the Council will need to be satisfied of this and that the whole regeneration would not go ahead if the subsidy was not provided for the office. The view of officers as set out in paragraph 69) is that the regeneration would not go ahead if the subsidy was not provided.

The Council needs to satisfy itself that the subsidy control principles are being properly taken into account, and to complete a checklist form capturing compliance with the principles for their future record. The Council are seeking in this report confirmation to proceed subject to satisfactory completion of the checklist, which shall be done prior to entry into the investment facility. The Council will also need to notify the department of Business Energy and Industrial Strategy and provide information for publication on the BEIS subsidy database within six months of the grant of the subsidy.

An interested party may seek further information in order to assess the application of the TCA principles regarding the award of a subsidy. Such information may be sought by potential challengers up to one month after publication and the period for challenge will then be one month from receipt of the information requested. These timeframes are subject to change following the completion of the latest consultation on the implementation of additional rules flowing from the TCA.

### **Draft Heads of Terms**

The draft Heads of Terms (see Exempt Appendix 5) have been prepared with input from the Council's financial advisor to ensure that they are substantially compliant with the market standard for such development finance and in being so meet the subsidy control requirements.

Agreement of the heads of terms will help facilitate the negotiation of the full terms of the loan facility much of which will be based on standard market terms. Agreeing the heads of terms will not oblige the parties to enter into the final agreement nor cover one for its costs should the other decide not to proceed.

The Council will be required to monitor the borrower's performance under this facility throughout its term.

Some more detailed advice on the Council's funding of these costs has been provided by the Council's advisors and is contained in Exempt Appendix 5.

### **Section 77 School Standards and Framework Act 1998 (SSFA 1998)**

This report is seeking approval of the conditions imposed by the Department for Education for the Education City project and listed in Appendix 6 of this report.

Conditions 1,3, 4, 5 and 6 are acceptable as drafted and can be complied with reasonably without the need for additional mitigation to be secured by the Council to ensure compliance with the conditions.

For conditions 2 and 7-9, the Council has taken additional steps to ensure compliance with the condition. This includes the addition of certain provisions within the Office lease which it shall enter into with Ed City and the Youth Zone lease which it will enter into with Ark. The details are set out below.

#### **Office lease**

- a. Ed City Office will reimburse the Council for all reasonable and proper sums reasonably and properly incurred by it in respect of compliance with condition 8.
- b. Ed City Office will also comply with the obligations in Conditions 9 and 10 above for as long as they continue to apply.

#### **Youth Zone headlease**

- c. Ark School will not vary, surrender or agree to surrender any underlease in respect of the Youth Zone without the consent of the Council which will enable the Council to comply with condition 2.
- d. Ark Schools will comply with the obligations in Condition 2 for as long as they continue to apply.

The Council will need to apply to the Secretary of State for specific consent under Section 77 of the School Standards and Framework Act 1998 to dispose of any playing fields in relation to Randolph Beresford Nursery and follow all necessary legislative steps. A further decision will need to be obtained before any application is made.

## **White City Central**

Section 111 Local Government Act 1972 - which gives powers to local authorities to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions; and

Section 1 Localism Act 2011 - which contains the local authority's general power of competence and states that a local authority has power to do anything that individuals generally may do.

*Legal implications provided by Bevan Brittan LLP and  
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### **Background Papers Used in Preparing This Report**

White City Estate – New Council Homes and Community Facilities – Cabinet – 3<sup>rd</sup> June 2019  
Building Homes and Communities Strategy – Cabinet – 1<sup>st</sup> July 2019  
Education City Update – Cabinet Report – 2<sup>nd</sup> November 2020

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### **DETAILED ANALYSIS**

1. In July 2019, Cabinet approved the 'Building Homes and Communities Strategy' which set out the principles of a self-funding programme of investment in homes and community assets.
2. Through the Building Homes and Communities Strategy, the council is committed to using its assets to meet its strategic objective of delivering

genuinely affordable homes. White City Central, Education City and Commonwealth Avenue were identified as potential sites.

3. The council identified opportunities to deliver up to 1,800 homes over a period of up to ten years and generate long-term income to support the council's financial challenges. This strategy sets clear objectives to:
  - Build new, genuinely affordable housing which will help maintain the borough's vibrant social mix;
  - Support the council's Business Plan priority of 'Building Shared Prosperity';
  - Renew key community assets, including schools and leisure centres; and
  - Generate income to reinvest in frontline services.
4. This decision supported the council's wider 2018-2022 Business Plan objectives and enabled the council to make plans to deliver much needed affordable housing.

### **The development programme**

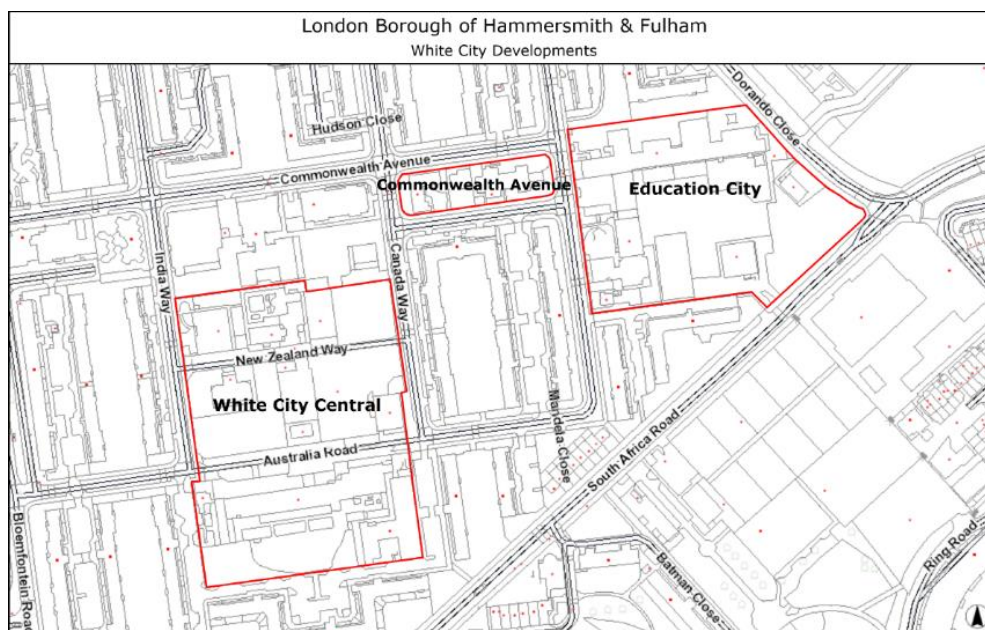
5. The current development programme includes 16 housing led projects which will be delivered directly by the council, and a further 5 schemes which will be delivered in partnership with registered providers or development partners. These projects would collectively deliver 1,520 homes across the borough of which at least 1,028 will be affordable homes prioritised for residents of the borough. These new homes will be delivered over the next 7 years.
6. To support delivery of this programme and to maximise delivery of affordable housing, the council has already secured £19.5m of grant from the GLA's Affordable Homes Programme 2018 – 2023. A further funding proposal for the Affordable Homes Programme 2021 – 2026, was submitted in April this year and aims to secure a further £32.6m from the GLA.
7. Education City is part funded by the current GLA programme and White City Central and Commonwealth sites have been put forward as part of the new bid submission.
8. The GLA will confirm the new grant allocation in the Summer 2021 and this will be reported to Cabinet for approval in the autumn 2021.

### **Community engagement and co-production in White City**

9. The Council has worked with the local community to create the White City Estate Residents' Advisory Panel, which is comprised of local residents and community stakeholders. Their initial focus has been on the White City Centre project, with progress on this project is described later in the report. However, moving forward, all Council-led projects in the White City area will be delivered in partnership with the Residents' Advisory Panel to ensure services delivered by Local Authority developments best meet the needs of the local community through maximising community involvement, informing design and service provision and co-producing key policy document such as local lettings plans.

The objective will be to ensure all projects align, to avoid duplication of services and to offer a range of service determined by the local community.

10. Below is a map of the White City developments covered in this report.



## White City Central

### The site

11. The White City Central area (the site) is located on the White City Estate, in the Wormholt & White City ward and is owned freehold by the council. Below and Appendix 2 is a map of the site.
12. The overall site is comprised of the following buildings/spaces:
  - White City Adventure Playground
  - Outdoor Gym
  - 1 O'clock Club (3a), Synthetic Sports Pitch (3b) and Children's Playground (3c)
  - Open Space to rear of Randolph Beresford Nursery
  - Randolph Beresford Nursery and Early Years Centre
  - Family Annexe
  - White City Community Centre including Hall and Garden
  - Hammersmith & Fulham Housing Office (managed by the council)
  - White City Adventure Playground Building
  - Disused over 50's Centre and Garden (vacant – occupied by Property Guardians)
  - Disused Health Centre (vacant – occupied by Property Guardians)
  - Electricity Substation
  - School Keeper's House



### Background and progress to date

13. Following Cabinet approval in June 2019, the council's Development Team began working with residents to explore new council homes and community facilities in the central area of the estate. An initial feasibility budget was also approved as part of this decision.
14. In January 2020, officers worked alongside residents to set up the White City Estate Residents' Advisory Panel (the Panel) made up of local residents to work on this project. The role of the Panel is to make sure that the consultation process reaches as many people and communities on the estate. Panel members use their valuable local insight to advise on the community engagement process and approach to consultation and local participation.
15. The Panel's proposed 'ways of working with the community and values have been adopted as commitments for the Project and are described in the community brief:
  - Co-production throughout the project
  - Clarity & honesty
  - Checking back with residents
16. In June 2020, members of the Panel and officers jointly appointed Mae Architects and make:good, Community Engagement Consultants, to work on this project with local people. The aim was to bring forward a design which is co-produced with local people.



### **Engagement with local residents**

17. The engagement process began in September 2020 with a series of Covid-safe in-person, consultation activities and events including estate walk-about, pop-ups and drop-in sessions to meet the team.
18. Due to Covid-19 government restrictions in late October, consultation activities moved online, and a series of workshops and meetings were delivered virtually.
19. From October 2020 to March 2021, the following themes were covered: Initial Ideas Workshop on Community Facilities, New Homes for White City Workshop, A New Landscape Workshop and the White City Central Exhibition.
20. Two key priorities emerged from discussions with residents set out below:
  - Genuinely affordable housing prioritised for local people
  - Co-produced Local Lettings Policy with residents
21. The White City Central project began prior to the implementation of Hammersmith & Fulham's Defend Council Homes Policy. However, the approach to consultation and engagement aligns with principles and objectives of the policy. The Project Team will continue to work closely with the Defend Council Homes Policy Sub-Group to ensure the policy is implemented effectively and lessons from white city can cascade to other development schemes.
22. The Council's Co-Production team has been involved from the start to ensure the project adheres to the principles of co-production adopted by the council and supports the project to deliver accessible design that meets the needs of existing and future residents.

### **Engagement with stakeholders and operators**

23. The White City Central area provides a number of well used community facilities as well as some disused plots (para 10). The networks of use/ shared use are quite complex, and the project team will continue to work with these groups to gain their insights about the area, share information within the networks and to inform the design of new spaces.
24. On-site operators: the project team held meetings, in person or on-line with all the key services and stakeholders for the community facilities in-use on the site. Meetings were also held with people who run services there on a regular basis. This has helped the project team understand current services and what they might need in the future.
25. The project team has consulted council services operating in the White City Central area to gain insights about the area and to understand future needs and provision.

### **Local housing need on the White City estate and co-producing a Local Lettings Policy**

26. In November 2020, the Council had 2,818 households on the Council's housing waiting list. A breakdown was provided to understand the local need on the White City Estate. 220 households on the waiting list of which:
- 133 households are secure council tenants
  - 172 households need a 2- or 3-bedroom property
  - 38 households are in the highest priority for housing
  - 72 households qualify for community contribution priority.
27. The council has promoted an open conversation about the Local Lettings Policy and what residents would like to see in terms of priority banding. Residents have requested a co-produced Local Lettings Policy is agreed before any scheme is submitted to planning. A Local Lettings plan requires local consultation and, subject to majority support, are approved by the Chief Housing Officer in consultation with the Cabinet Member for Housing.
28. By engaging residents in a local lettings plan from an early stage in the design development process it is hoped the council will get a better understanding of under and over-occupation on the estate and the scheme will best respond to local housing need.

### **Development options**

29. Three main options for the 'site' have been developed and reviewed in preparing the design community brief for White City Central. Each option has been discussed with residents throughout the consultation process so residents could make an informed decision about what they would like to see included within the Community Brief. Below is a summary of the three options, followed by a more comprehensive explanation of the options.

#### **1 - Three sites:**

A minimum of the three council run sites – the former Health Centre (occupied by Property Guardians), the former Over 50's Centre (occupied by Property Guardians) and the North Area Housing Office (currently in use and managed by the council's Housing Service).

#### **2 – The site (para 10) excluding Randolph Beresford Nursery:**

The whole site within the red line boundary excluding the Randolph Beresford Nursery, play space and caretaker's home.

#### **3 - The whole site (para 10):**

All sites within the red line boundary, comprehensive redevelopment of the White City Central area.

### **Resident feedback on proposed options**

30. The majority of the local community consulted with support the comprehensive re-development of the full site (option 3). This would allow the council to provide up to 271 new homes mirroring the density and height across the estate. This option would have the potential to maximise the amount of affordable homes with 137 units (51%), as well as re-providing all the existing facilities as new, state of the art community facilities. This option allows the council to unlock the possibilities of new facilities and housing, and the place making potential of the White City Central area.
31. The council will to continue engaging with residents over the next six months until a planning application is submitted in early 2022. A skill sharing approach will continue to place residents in the seat of the design team and work through the constraints and opportunities the project must overcome. The pre-application programme with Planners will also begin at this next stage of design.
32. The additional budget requirement of £2,701,500 will allow the development team to work with the community on the comprehensive redevelopment proposals for the site.

#### **Option 1 – Do nothing**

33. This option was not supported by the local community. It would mean that the council and the wider community would not benefit from the potential for new affordable housing, the income generated through market rent of homes built, and an opportunity to provide new community facilities in the borough would not be taken.
34. It would also mean that the council has not responded to residents' needs and wants identified during this initial period of consultation activities. Residents would not have the opportunity to be involved in the development of ideas and proposals for the site, and a co-production opportunity would be missed.
35. The council would also have to manage the abortive costs of design and engagement work for the first stage of the project.

#### **Option 2: Develop a minimum of three sites**

36. This option was not supported by the local community. The three available sites will provide up to 33 new homes, of which half 17 units (52%) would be genuinely affordable. This option would only provide housing and would not re-provide community facilities or public realm as there would be no financial capacity to deliver this space.
37. This proposal was not supported by the local community as it did not maximise the amount of affordable housing and re-provision of community facilities.

#### **Option 3: Develop the site without Randolph Beresford Nursery**

38. A scheme that looks at the site without Randolph Beresford Nursery included would deliver up to 171 new homes, of which 88 homes (51%) would be

genuinely affordable. This scheme only allows a proportion of the community facilities to be re-provided and there is limited scope for shared facilities between different user groups. There would be no funding available to refurbish or improve the existing Randolph Beresford Nursery.

39. This proposal was not supported by Randolph Beresford Nursery and colleagues in Children's Services. Although local residents were not consulted on the proposals for Randolph Beresford Nursery, they did express the need to include the nursery within the development to ensure that no areas are left undeveloped.

#### **Option 4 (Recommended option): Continue consulting with residents and develop the whole site**

40. As described in para 28 to 30 above. Approve the additional budget of £2,701,500 and authorise officers to progress the plans for comprehensive redevelopment of the entire White City Central site, subject to ongoing resident support.

#### **Reasons for Decision**

41. Based on the options above, approval of budget will enable Stage 2 of design works to continue and allow the Project Team to continue engagement with the local community. This will allow designs and proposals being brought forward for implementation, and delivery of new affordable housing, private housing, a new nursery and new community facilities in a mixed-use development. It will also allow the council to submit a planning application for the site by early 2022.
42. The majority of the local residents attending the consultation supported this proposal and therefore, officers recommend proceeding with the whole site as the preferred option.

#### **Section 77 – Randolph Beresford Nursery**

43. As Randolph Beresford Nursery is likely to form part of the redevelopment, the Department for Education (DfE) seeks to protect play space provision and requires the council to consult on the disposal of school / nursery land. One key element of this process is a measurement and categorisation of existing external areas and of the proposed areas.
44. Officers will enter into negotiations with the DfE at the next stage to ensure the correct Section 77 processes and consultation are carried out and a successful application is made.

#### **Indicative Programme**

45. The table below sets out high-level timetable of key milestones:

<b>Milestone</b>	<b>date</b>
<b>Cabinet approval (this report)</b>	July 2021

<b>Gateway Stage 2: Planning</b>	April – December 2021
<b>Planning Submission</b>	January 2022
<b>Planning Consent</b>	August 2022
<b>Procurement strategy (Cabinet approval)</b>	July 2022
<b>Stage 3: Procurement of Main Contractor</b>	August 2022 – April 2023
<b>Stage 4: (On Site)</b>	August 23 – August 27

### **Former NHS Health Centre site as a meanwhile use for local residents**

46. The disused former Health Centre forms part of the wider White City Central development site. the building is in a relatively good state of repair and could be put to meanwhile use while the development proposals progress. The proposal is for the building to be converted to become a temporary community hub and a decant site for the community centre; used by local community groups and the development Project Team, until the second phase of the development begins in four years. This report requests approval to carry out feasibility, surveys health and safety, and refurbishment works to the site to enable this to happen.
47. The former NHS Health Centre site presents an opportunity to develop and test in practice opportunities for meanwhile / community functions to coexist in the same space. The advantages of this coming forward early in the project are as follows:
  - real life testing of co-location and co-management of community facilities.
  - a neutral facility that belongs to the residents and the project, fostering a sense of stewardship from residents.
  - a hub for consultation throughout the next stages leading up to a planning submission where the Project Team can run bi-weekly design workshops with resident groups and can stage consultation events and can host workshops on co-management with all future stakeholders.
  - the Panel emphasised that having a physical hub space for community engagement on the project would be an extremely valuable way of reaching more people and building trust in the process.
  - it would also allow the Project Team to begin tangible tests and local changes that residents can co-produce. Opportunities and benefits of testing for the success of phasing, sharing space and future success of community spaces.
48. Initial estimates anticipate the costs for feasibility, surveys and refurbishment works to be £120,000. This budget will be covered from the main White City Central budget requested in this report.
49. The space has capacity with some light refurbishment to facilitate the functions listed above. Initial preliminary work has been scoped, including provision for consulting and working with residents on the fit out. This would begin with structural and condition surveys and preliminary plans for re-use. Followed by consultation and initial designs for costing by contractors.

50. The initial fit-out of the former Health Centre will include a space on the ground floor and garden area. Works will begin in July 2021 and will be ready for the Project Team and other community groups to move into by September 2021. The final refurbishment works will be carried out in early 2023 in preparation for the decant of existing services on site which form part of the first phase of development.

### **Education City**

51. The Education City development in White City, will create a new mixed used education hub on the site of the ARK Swift Primary School at Australia Road, W12. The new project will replace the current single form entry Ark swift primary school, redundant NHS portacabins, an old adult education centre and nursery building, all of which are at the end of their useful life. In replacement Education City will include:
- i. a high-quality two form entry primary school
  - ii. new and expanded nursery for 75 children
  - iii. new adult education facilities with 120+ places for continuous learning
  - iv. 132 new homes, all affordable homes
  - v. a new two storey Youth Zone, with rooftop MUGA (multi use games area)
  - vi. a 9-storey office building, providing affordable office floor space for Ark Schools.
  - vii. public realm works, included the creation of a pedestrianised east-west route through the site in the form of a Boulevard and a public square, providing a connection and improved links between the White City Estate, the school and White City Place.
52. The Council's Cabinet on 29<sup>th</sup> April 2019 and Full Council on 15<sup>th</sup> May 2019 approved entering into a master development agreement (MDA) and associated documents with ARK and its subsidiary companies for the delivery of the Education City project. The Cabinet and Council also approved the capital budgets required to deliver the scheme.
53. The project was temporarily put on hold in May 2020 in response to Covid-19 pandemic to allow for a review of the deliverability of the scheme. ARK has since confirmed their commitment to the project and to continued working in partnership with the council, however further council investment in the project is critical for the scheme to progress.
54. On the 2<sup>nd</sup> November 2020, Cabinet approved a revised budget for the project, specifically to support the delivery of the Youth Zone and agreed, in principle, to investment funding in the form of a debt facility to unlock and enable the project to deliver the comprehensive redevelopment plans. Cabinet also approved (subject to planning consent) conversion of all homes in the scheme to affordable homes, meaning the project will now deliver 132 affordable homes for local people.

### **Strategic context – schools and education**

55. The 2018-2022 Business Plan sets out clear priorities around improving and 'supporting schools in the face of ongoing funding reductions'. This requires creative approaches to bridge the gap. The Industrial Strategy aims to promote a model of inclusive growth which recognises the key role of schools in equipping residents with the skills and capability to benefit from the dynamism of our local economy. Learning spaces that facilitate the borough's children acquiring the skills necessary to compete successfully in the future knowledge economy will be critical.
56. Hammersmith & Fulham has high performing and popular schools, with results at primary stage the fourth best in the country. To maintain and further accelerate standards for education in the borough, improvement in the school estate will be necessary – both at maintained schools and Academy schools like Ark Swift.
57. Much of the current estate, including Ark Swift Primary School, is not fit for purpose, with post-war prefabricated buildings that do not match our ambition for excellence in teaching, learning and pupil wellbeing. As well as reducing future maintenance burdens, improving the physical environment benefits children's education by:
  - Providing environments that contribute to improving children's self-esteem and self-worth
  - Improving the flexibility of classroom space to meet new expectations around an agile curriculum, in line with the emerging OFSTED framework
  - More creative use of play space to support healthy school outcomes
  - Aiding teacher recruitment and retention, by providing modern fit for purpose working environments
  - Improving inclusion, by designing sufficient space and facilities for learners requiring extra support.
58. There are a range of factors which go into making a successful school, from strong leadership, to the quality of teaching and learning, but there is strong evidence on the link between capital investment, well-designed school estates, and educational outcomes.

### **Recent progress and headline programme**

59. Since Cabinet were last updated on progress, the Master Development Agreement (MDA) and legal lease documentation have been substantially agreed between the council and ARK and will be completed in June 2021, subject to approval of recommendations in this report.
60. In January 2021 planning committee issued consent to the change in tenure of 61 private homes to affordable homes, meaning the scheme will now deliver 132 (100%) affordable homes.
61. In March 2021, the council and Ark were successful in bidding for and securing £900,000 Land Release funding from the Ministry of Housing, Communities and

Local Government (MHCLG). This funding will reduce the overall costs of the project to both the council and Ark.

62. A separate but related report to Cabinet this July seeks authority to appropriate the land required for the Education City development. Subject to Cabinet approval, the site will be appropriated for planning purposes under section 203 of the Housing and Planning Act 2016. This will allow the council to utilise powers to override third party rights, that may otherwise prevent the implementation of the development.
63. The anticipated start on site remains October 2021 with some demolition and preparatory works starting this summer. The construction project is a 4-year build with completion expected in June 2025 with the first phase of housing expected to complete in September 2023. The table below set out the headlines of the timetable.

<b>Milestone</b>	<b>Revised dates</b>
<b>Cabinet Approval</b>	July 2021
<b>Complete Master Development Agreement</b>	July 2021
<b>Complete Legal Lease Agreements</b>	July 2021
<b>Residents Consultation</b>	July / August 2021
<b>Demolition</b>	August 2021
<b>Construction Start on Site</b>	October/Nov 2021
<b>Overall Practical Completion</b>	June 2025

### **Proposed investment**

64. To progress the development and regeneration strategy of White City, Cabinet approval is sought to invest up to £39m to facilitate the delivery of the Education City regeneration project. The investment will unlock development of the entire site and provide development finance to EdCity Office for the construction of the scheme, including the new office and the wider aspects of the project.
65. The proposed debt facility will be invested substantially on market terms, with interest payable on funds drawn down, over a 10-year duration. The interest rate will change at three points over the life of the facility to reflect the level of financing risk, with the rate differing during development and post completion. The heads of terms also set out the security required in the form of land during development, and the office building once completed, subject to maximum value of the investment facility and Loan to Value (LTV) rate, so the council has protection against its investment.
66. The heads of terms been prepared with input from expert external treasury advice (Aquila Treasury and Finance Solutions) and external legal advice to ensure there are robust controls within the terms to manage risk and protect the council's investment, that they are substantially compliant with the market standard for such development finance and meet the subsidy control requirements.



67. As part of the due diligence, the council has obtained professional valuation advice from Bidwells agreeing the financial performance of the Ed City office. This includes business plan assumptions, value of the office during construction and on completion, feeding into the LTV rates. Bidwells have also given specific consideration to the potential impact of the COVID pandemic on the office market and this is included as an exec summary in appendix 7. They advise that while significant transactions have slowed due to the pandemic, it is not expected that long term trends will be affected, because there is limited good quality stock in areas like White City. White City as an area also has lower rental rates compared to central London. A final valuation report will be produced by Bidwells to enable completion of contract terms for the investment facility.
68. Aquila and Bidwells have also provided technical advice on the robustness of the office financial model and have recommended to the council that the assumptions are market facing, in the current climate. The HoTs have been drafted to protect the council's investment, reflecting the current valuation advice, including risk of COVID on the office market, mitigating risk through the stepped loan to value ratios.
69. Detailed financial advice including the head of terms for the investment facility are set out Exempt Appendix 5. Legal advice on the investment facility is in Exempt Appendix 4.

## **DfE Section 77**

70. This development is a unique and innovative partnership between the Council, Ark multi-academy trust and the Ark charity. In order to deliver the entirety of the Education City project education land needs to be released leased for housing and other non-education uses. The Secretary of State has confirmed that the DfE will not make a direction in relation to this request, meaning the DfE consents to the change of land use subject to conditions. However, Cabinet approval is required to formally accept conditions set out by the DfE in the S77 condition letters. The details of the conditions are set out in the Appendix 6 and the legal summary section describes how the conditions imposed are mitigated through the lease arrangements with Ark.

## **Options appraisal for Education City**

71. If the Council decides not to approve the investment to provide development funding to EdCity Offices, the project is unlikely to proceed as the scheme will no longer be viable for ARK. The opportunity to generate a significant social return for the Council and the local community will be lost. The Council will have to write off to revenue up to £2.8m of capital expenditure already committed to date (approved in previous Cabinet reports). The current planning permission could not be implemented due to the loss of office space (and energy centre in office basement) necessitating a whole scheme re-design. This would cause a further delay to the re-provision of educational services and

new affordable housing and have an additional detrimental impact to the budget. This option is not recommended.

72. It is recommended that the Council proceeds with the investment of up to £39m and to allow officers to enter into the s77 with the DfE. This is a key shovel ready project, that will contribute to economic recovery in the borough, while providing vital affordable homes and educational services, and meeting an administration commitment to deliver a youth facility in White City. In addition to this, local residents have shown support towards the scheme and feel that it will complement the proposed development at White City Central.

### **Reasons for Decision**

73. It is recommended that the Council proceeds with the investment of up to £39m and entering into the s77 with the DfE. This is a key shovel ready project, that will contribute to economic recovery in the borough, while providing vital affordable homes and educational services, and meeting an administration commitment to deliver a youth facility in White City.

### **50 Commonwealth Avenue**

74. This site is located in White City and is adjacent to St. Michael's Church. The council has been approached by the Diocese of London with a proposal to work together to progress the site. By working together, the council and the Church will be able to maximise the amount of housing that can be built, and also provide new community facilities.
75. Initial feasibility has indicated the council could deliver up to 30 new homes on its land if the sites were brought forward together. However, as a stand-alone site the council's land would only deliver 17 homes. Therefore, there is a strong rationale to work collaboratively with the Diocese. Further work, including surveys, is being carried out with the Diocese. This initial budget of £230,000 was approved under the Building Homes and Communities Strategy Cabinet Report in July 2019.
76. 50 Commonwealth Avenue is owned by the council and has been used by community groups in the past. It is no longer fit for purpose. A comprehensive development will allow the council to create more affordable housing and to meet community needs.
77. A joint planning application will be made for the whole scheme. The Diocese will then develop its site through a land sale and development agreement. This will allow the Diocese to develop the Church and community facilities under contract. The council will lead on the development of affordable homes on its land.
78. Draft heads of terms are being prepared by the respective parties and a Cabinet Report will be presented in late 2021 providing an update on the project.

## Equality Implications

79. It is not anticipated that there will be any negative impact on groups with protected characteristics, under the terms of the Equality Act 2010.
80. There are no specific equality and diversity implications related to the recommendations of this report, however each project team carefully manages this process of engagement.
81. The White City Central Project Team continuously monitors and updates its performance on consultation and engagement against inclusion, equalities and diversity for the area in order to make sure that the feedback received is representative of the local area. Demographic data collected to date has analysed gender, ethnicity, age, disability, occupation. The Project Team will continue to monitor this throughout the next stages of the project. More details of this analysis can be found in Appendix 3 WCC Consultation Report.
82. An Equality Impact Assessment has been completed on the Education City project and there were no equality and diversity implications, although this will be reviewed regularly and monitored.

## Risk Management Implications

83. Risks must be consistently monitored given the significance of the financial investment. This is to ensure that the best possible outcomes are achieved and are done so in accordance with the Council's objectives. A complex programme will inevitably require robust management, oversight and control as situations can change regardless of how many controls are put in place, however good oversight of the risks and opportunities can assist a successful delivery. This is in accordance with the Council's Annual Governance Statement commitment to ensure continuing good governance, oversight and fiscal control of significant change programmes including through a Development Board which has been established with Terms of Reference and a gateway process introduced to control delegated spending and manage risks. Benefits delivered will contribute to the local area and community also to the recovery following the Covid-19 pandemic.

Risk	Mitigation
Approval of Investment Facility	The investment Heads Of Terms set out the security required in the form of land during development and the office building once completed so the council has protection against its investment.
DfE S77 Conditional Consent	Secretary of State in principle approval has been granted.
DfE S77 Condition 7 Consent	Should ECO default, the Council will need to step in and would be obligated to build out the scheme as outlined in the approved planning permission granted at the date of the S77 consent conditions letter being entered into by the Council or to reinstate

	<p>the school in its location. In this event Ark will provide a guarantee to the Council to mitigate the risk.</p> <p>Although the Council does not have the ability to amend the design of the scheme under this condition without breaching the condition. The council could approach and possibly renegotiate with the DfE an amendment to the permission if that was to be the intention.</p>
Loss of School site / places	<p>The site will be formally appropriated for planning purposes and the required notices under section 122 of the Local Government Act 1972. This has been addressed in a separate report to Cabinet.</p> <p>The new school proposed will increase capacity and will provide additional places, the Secretary of State has approved the school site development.</p>

*Implications completed by: Michael Sloniowski, Risk Manager*

## **Consultation**

### **White City Central Consultation Overview**

84. From September 2020 – March 2021, the project team delivered an extensive programme of engagement in collaboration with Advisory Panel.
85. The focus of engagement during this first stage, has been to raise awareness of the project, gather insight about the area and priorities for change. This process has allowed the council to co-produce a brief with residents and key stakeholders for how the central area of White City Estate could be redesigned.
86. The approach was to deliver a programme of activities that ensured the community was informed about what is happening and have plenty of opportunities to get involved and have influence over future plans for the site.
87. Through this collaborative approach the team successfully dispelled myths about the project and improved relationships and trust with residents, as well as achieving a strong local awareness and participation in the project under challenging circumstances. Residents were given information on key considerations around density, viability and council policy, and we received feedback on all. The majority of residents we spoke to, were in favour of the whole central area of the site being redeveloped to provide new genuinely affordable housing, private housing, re-provision of community space and nursery.
88. Further information on consultation can be found in Appendix 3.

## **LIST OF APPENDICES**

- Appendix 1 WCC – Exempt Finance Report
- Appendix 2 WCC – Site Map
- Appendix 3 WCC – Consultation Report
- Appendix 4 EdCity – Exempt Facility – BB Legal Implications
- Appendix 5 EdCity – Exempt Heads of Terms and summary
- Appendix 6 EdCity – DfE consent
- Appendix 7 EdCity – Exempt Valuation Executive Summary

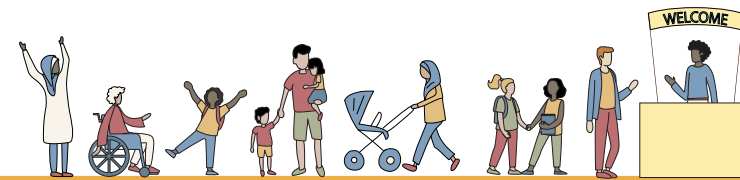
# Appendix 2: White City Central sites

- Land Parcel 1:** White City Adventure Playground
- Land Parcel 2:** Outdoor Gym
- Land Parcel 3:** 1 O’Clock Club (3a), Synthetic Sports Pitch (3b) and Childrens Playground (3c)
- Land Parcel 4:** Open Space to rear of Randolph Beresford Nursery
- Land Parcel 5:** Randolph Beresford Nursery and Early Years Centre
- Land Parcel 6:** Family Annexe
- Land Parcel 7:** White City Community Centre including hall and Garden
- Land Parcel 8:** Hammersmith and Fulham Housing Office
- Land Parcel 9:** White City Adventure Playground Building
- Land Parcel 10:** Disused over 50’s centre and Garden
- Land Parcel 11:** Disused Health Centre
- Land Parcel 12:** Electricity Substation
- Land Parcel 13:** School Keeper’s House



# WHITE CITY CENTRAL

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# 1. Executive summary

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From September 2020 - February 2021 make:good delivered an extensive programme of engagement in collaboration with The Council, Advisory Panel and the Design Team.

The focus of engagement in Stage 1 has been to raise awareness of the project, gather insight about the area and priorities for change. This process has allowed us to co-produce a brief with residents and key stakeholders for how the central area of White City could be redesigned.

Our work began prior to the implementation of Hammersmith & Fulham's Defend Council Homes Policy, however, work was carried out in the spirit of it and we feel we have met it's aims through our work.

Our approach was to deliver a programme of activities that ensured the community was informed about what is happening and have plenty of opportunities to get involved and have influence over future plans for the central area of White City Estate.

# 1.0 Executive summary



**Aim:** The aim of the engagement process for White City Central was to ensure that local people were:

**Informed:** by providing clear communication across multiple channels, so that people know how they can be...

**Involved:** through a range of creative activities to encourage participation, meaning that they have...

**Influence:** over the brief, initial plans and designs for the White City Central project.

**Activities:** Between September 2020 – February 2021 we carried out the following activities:

- 1 Walkabout
- 1 Meet the team event
- 2 pop-ups
- 1 Youth workshop
- 27 One-to-ones
- 4 Resident advisory panel meetings
- 3 Online exhibitions
- 9 Online workshops
- Targeted social media
- Online mapping feedback
- Online feedback surveys

All public facing activities were promoted through a range of methods including print, digital mailing list and targeted social media ads.

**Reach:** More than 200 people have shared their views and helped to shape the design proposals. Of those who disclosed their postcode information a total of 95% of those were within 1Km of White City Central site and 64% are residents of the estate.



*"We (residents) should be taking the whole journey - we want to be involved in implementing what we help design."*

**Who we reached:** Through collecting demographic data we can see that our representation is closely aligned with ethnicity and disability demographics within the Borough. In addition to activities that were aimed at residents, visitors, on site operators and the local workforce we also reached Council officers, politicians and key local groups.

**Local Groups reached include:**

- WC Community Centre
- One O'Clock Club
- WC Adventure Playground
- Randolph Beresford
- HF North Housing office
- Ward Councillor
- LBHF Senior Officers
- Harrow Youth Club
- Switch Sports
- Phoenix Farm
- W12 Together
- 3 Local faith groups
- 2 Local schools
- ASVO Somali community

**Scope of influence:** While there are some aspects of the project where there has been less opportunity for influence due to planning requirements and conditions, there are still many aspects that local people can have influence over. To focus feedback on areas where most influence is possible we collected community priorities around key themes, which were then refined into a brief on these areas:

- Working with the community
- New homes for local people
- Future-proofed community spaces
- Even better green & play spaces
- A more accessible and inclusive area
- Architecture, design & sustainability



*"The scheme must enable those who have housing issues to meet those needs and ensure they are not made to leave the area they love so much."*



# 1.0 Executive summary cont.



## Key Feedback:

### Discover: September - November 2020

Feedback across this phase contributed to the Design Team's site analysis of the existing area, and fed into a set of Draft Priorities for the project as a whole. We wanted to draw out local understanding of what is valued in the area and needed/ desired in terms of community re-provision.

The majority of feedback about better community spaces was positive and some people were open to the idea of centralised, improved facilities. Key considerations were retaining the identity and individuality of services.

People want existing in-use services protected and future-proofed, and considered in line with wider change in the area, like Ed City. Genuinely affordable housing for local people was a key priority and they were keen to understand the scale of overall change in the area.

### Define: November 2020 - February 2021

Feedback in this phase was focused on approaches and key considerations for redevelopment to add to the Community Brief.

The New Homes workshop shared examples of what genuinely affordable housing meant, and began shaping the local lettings policy and shared considerations around density, and what would be possible on the site. Overall, feedback on the examples of genuinely affordable homes was positive, and many attendees endorsed a medium density approach.

We also held a focused session on Landscape and play space. Playable landscape, with fewer dominant fences and the idea of a refreshed adventure playground and community planting areas were popular.

The Community Brief was endorsed by all attendees at the last exhibition. Many participants said that the approaches with more significant development would better meet the needs and the priorities.



*"The community spaces will be the best feature, so it has to be low cost for the residents to use."*



*"I feel that we feel as if we have been properly included in the process and this has not always been the case. I feel you have included everything in the brief. It is a very thorough plan"*

## Key impacts:

### Through this collaborative approach we successfully:

- **Dispelled myths about the project** and improving relationships and trust with residents who participated.
- Achieved **strong local awareness and participation** in the project under challenging circumstances.
- **Gave residents information on key considerations** around density, viability and council policy and gathered feedback.
- Achieved participation from **all key stakeholders** operating on the site, including **Randolph Beresford Nursery and Governors**.
- Co-produced a **community-endorsed brief** for the project with emerging support for development on the site from some.
- Fostered **relationships with key local stewards** who will be vital to the ongoing success of the project.
- **Social value - 1 resident full time employed**, use of local services for delivery and translation. Donations across the team to local Christmas gift drive.

## Next steps

- Bring stakeholders, residents, design team and the Council together to continue to build on relationships, understand priorities and co-produce designs based on the Community Brief.
- Work closely and regularly with the resident advisory panel/ steering group to make sure we get the best from the project.
- Increase reach with tangible ways for people to be involved, continue outreach to hard-to-reach groups
- Virtual or real study trips to other developments
- Work with local people to test and activate spaces to understand potential for meanwhile use.



*"I believe the council are forward thinking and see a good outcome for the site"*



## 2. Project overview

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The aim of this project is to meaningfully and holistically work with the residents and communities of White City Central to co-produce a brief or briefs that inform and guide future designs for the area.

This collaborative approach will continue as the project progresses through the RIBA stages and will include items that can be co-produced and co-designed in more detail.

## 2.1 Project aims



By working closely with residents and key stakeholders, **the Council are re-thinking how the space, between India Way and Canada Way could work.**

Hammersmith & Fulham Council want whatever happens to be co-produced with residents so that the plan happens with, and works for the existing local community.

The proposals intend to create genuinely affordable new homes for local people. **At least 50% of new homes built will be genuinely affordable** and a local lettings policy is being created alongside this process to ensure that **local people with housing need have priority.**

The existing location currently offers valued indoor and outdoor community facilities and there is the **opportunity to create better, future-proofed facilities and green space for the community.**

The project also aims for change to have a positive effect on the environment in order to meet the council's **goals of achieving Net Carbon Zero by 2023.**

The project team are committed to being ruthlessly inclusive and create spaces that are inclusive and accessible to everyone.



Our key project commitments



## 2.2 Project context



Some of the plots within the area are not currently in use, whilst others provide brilliant services to the local community.

**As a minimum, the former health centre, disused over 50s centre, and North Area housing office will be redeveloped.** We have been exploring what could be possible if the whole site is redeveloped in order to understand the maximum opportunity for meeting the Council's and community's aims.

Given the complex and highly valued existing local services and facilities **it was important that we work closely with the community and local groups/ businesses.** This approach will enable us to re-provide the existing in-use facilities in a diverse and innovative new mixed use heart of the estate.

The plan for this area was not set at the start of our work to co-produce a brief with the community. **The character, quality and scale of what could happen has been influenced by local people's feedback, as well as in-depth conversations with key organisations and groups in the area.**

Site Map and surrounding area





## 2.3 Key engagement facts and figures





### Keeping people informed

 Monthly flyers or newspapers delivered to **2500** local homes


 Posters, flyers and 300 newspapers in key locations to promote the project.


 **496** visits to project website hosting all content and offering an online feedback form.

 **642** reached through targeted social media campaigns.

 **100+** sign-ups to project mailing list

 Outreach to **128** local networks by email, phonecalls, social media and in person, including local schools, faith groups, businesses and community interest groups.

 Working with local translators to have information translated into Arabic and Somali

 Direct correspondence by email and phone to answer questions and to promote events.


#### Notes on the impact of the COVID-19 Pandemic


\*We were fortunate that we had 5 weeks where we were able to do things face to face in a socially distanced, Covid compliant manner. In this time we managed to speak to nearly 200 local people. From October 2020 the majority of our engagement work had to move online.


We were able to maintain good attendance for most online events. We also made use of social media, promoting events through the council's Facebook and Next Door channels and doing targeted promotion of our online survey.


### Getting the community involved

**200+ people** at socially distanced face to face events.\*

 Walkabout + After-school Pop-up

 Meet the team drop in exhibition


 Pop-up at Community Centre Foodbank

 Workshop with Harrow Youth club + outreach through Switch Sports


**9 online events**

**127** people attended online events

**44** more than once

 Online workshops


- Community Facilities
- New Homes
- Landscape and Play


 Online Exhibitions (Also displayed in Bridget Joyce Square)


- Initial ideas for community facilities
- Draft Community Brief & Initial Plans


**27 key groups**

of stakeholders met with locally and internally to gain insight and understand their needs

 Resident Advisory Panel meetings

 4 Sessions with Randolph Beresford Nursery + Governors

 Meetings with key community stakeholders on site and surrounding

 Meetings with Internal stakeholders within the council

### Embedding local influence

#### Capturing Feedback

**221** Feedback forms (online & paper), **1108** Comments from pop-ups, meetings, workshops and exhibitions

We provided lots of different ways to provide feedback from gathering priorities, sketching/collaging ideas, to more detailed surveys and in-depth discussions in meetings and workshops.

#### Feedback loop

Sharing information, being transparent, checking what we've heard, sharing how plans have responded to feedback, and how and why decisions are made.

#### Resident advisory panel

A group of local residents who act as a sounding board for the project, and advise on best ways of communicating and reaching residents.

#### The Community Brief

All of the feedback and priorities that we have received has been distilled into a 'Community brief' based on what matters to local people.

This will act as a guide for the project team, and a tool for the community to hold the project to account.



## 2.4 Overall summary of key feedback



### 1. A passionate, active community:

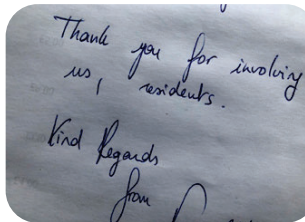
There is a very real sense of community and people care passionately about their needs being met. The site area currently/ historically offers a lot of community facilities, especially for children and families; many local people value and are protective of those services as well as existing views, trees and outdoor areas. Many of the facilities, services and amenities have developed organically over many years, driven by local people funding and sustaining them. The passion, diversity and dedication of the local community has the potential to make this scheme a huge success. Local ownership, stewardship and trust will be key.

*"White city is like one big family - we want to keep it that way!"*

*"It is imperative this scheme holds onto its values of being of real benefit for the present residents of White City, that it adds wonderfully to the central space, without diminishing its value to those who use it and live there."*

### 2. Co-production:

People want any change to benefit the existing community, for plans to be co-produced and for changes to reflect the area's diversity. There is an element of mistrust around the idea of change, people want clarity and honesty about the plans. Some have praised the engagement process and appreciate being taken through things step by step. In the next stages we want to use temporary interventions to benefit residents immediately and involve them in co-producing meanwhile plans.



*"We should be taking the whole journey - we want to be involved in implementing what we help design."*

*"[This project] needs to celebrate and capture all that is wonderful about White City estate."*

**3. Genuinely Affordable Housing:** Many local people passionately recognise the need for new genuinely affordable housing for the local community. Affordability and local priority for homes were the top priorities for housing in our priorities survey.

Concerns around new home being affordable to local people, combined with a fear around losing identity, community services and outdoor space will need to be addressed.

Our housing workshop reassured many people about these worries, and the more information we can provide people with, the better.

### 4. Improving not losing community spaces:

The idea of improvements to what is offered to the community is welcomed, and residents want guarantees to be in place to safeguard the existing services re-provision in the event of redevelopment.

Some individuals are particularly attached to the physical existing spaces, however many can see that change could be an opportunity to reinvigorate the area. **Affordability and identity - the importance of spaces feeling like they are for local people were emphasised.**

*"Actually affordable, good quality homes for locals would be ideal"*

*"The scheme must enable those who have housing issues to meet those needs and ensure they are not made to leave the area they love so much."*

*"We need to make white city estate feel like a community again and help to provide better services for people!"*

Ed City and the emerging Family services 'Hub model' are going to be key contextual changes that will effect re-provision. Communications and transparency about these changes will be very important.

### 5. Stakeholder / operator feedback

On the whole those currently running services on the site feel that new spaces and equipment have the potential to benefit them in terms of running costs, access to funding and allowing them to meet the aspirations of their service provision.

All were open to the principle being included in the scheme and the idea of sharing space where needed/ appropriate. Ongoing engagement, relationship building and assurances will be needed throughout.

*"We use all the spaces so please know that they are invaluable to local families as they are - but can be upgraded as long as not losing what is already there."*

*"The area does need a re-vamp but i'm hoping that adventure play remain on the estate"*

*"You can make things nice however, you need to involve people long term for it to have real benefit to the community."*



## 2.4 Overall summary of key feedback cont.



### 5. Even better green & play space:

Many people value Bridget Joyce Square and the recent improvements there. People would like to see more outdoor social spaces including seating and shelter. Community planting and gardens were a popular request as was making use of rooftop space. People do use the outdoor gym a lot and many would welcome better equipment and surfacing. Play routes, community gardens and adventure playground are the top priorities in our survey.

In our Landscape workshop fewer fences, playable landscape and shared spaces were broadly positively received. Safety, maintenance, management and local sense of pride and ownership were key considerations.

### 6. A more inclusive and accessible area:

Feedback on accessibility, inclusion and provision for people with disabilities centered mainly around making sure that spaces were as inclusive as possible and those with disabilities and additional needs were involved in the plans.

There is a lack of provision and play equipment for SEN children in the area and people would like more.

There were also several comments relating to ethnic diversity and people feeling welcome in all spaces. People are keen for community spaces to bring people together.

*"The Adventure is a really important part of the estate's history - we need a place like that for young people to have ownership of and learn to take risks safely."*

*"Anything that allows connectivity across the area is good."*

*"At the moment everything feels rigid and unloved. I love the idea of ordinary objects becoming exciting and magical."*

*"There is only ONE piece of play equipment designed for disabled children in local parks - we need more accessible play."*

*"Change needs to reflect the diversity of this area and the estate."*

### 7. Environment and sustainability:

People want the development to be as green as possible and welcome the idea of improved environmental initiatives, biodiversity and education through any changes. Many are interested in the idea of building materials, plants and facilities being recycled or re-purposed.

Practical sustainability was also something discussed in terms of maintenance, impact on rents and how to make sure that community/commercial spaces could sustain themselves in the future.

### 8. Architecture and Urban Design

Density (amount and size) of buildings should be sensitive and well balanced. In our housing workshop people were most supportive of the medium density option, creating 275-300 new homes across the site.

People preferred staggered heights rather than a single tower to achieve more homes. The need for centralised community spaces was understood from a practical perspective. Maintaining distinct identities and privacy where needed are key considerations.

Buildings should be modern attractive, high quality preference for brick. In the next stages we will carry out detailed sessions and study trips to understand design preferences in more detail.

*"It would be great if the community could be more aware about the environment - the spaces should promote eco-awareness."*

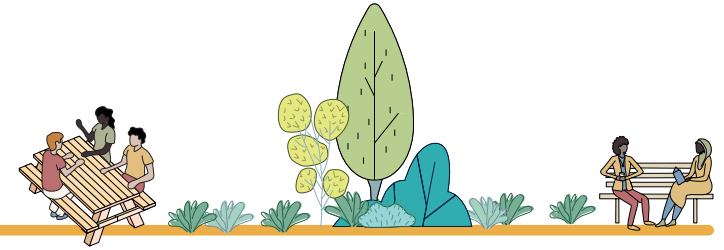
*"New spaces like a cafe will need to appeal to visitors as well as residents in order to stay open"*

*"I want to support the option that creates the most genuinely affordable housing for local people."*

*"I like seeing the staggered heights in context"*

*"Brick, modern style looks very contemporary and gives a new and pleasant feel to the estate."*

## 2.5 The community priorities



Based on our initial work in the discover phase, we produced a set of draft priorities. These were based on what people felt about the project as a whole, as well as things that they valued in the existing services and were missing from the area.

We also used them as the basis of an online and print survey to check that people agreed with the priorities. The online survey, promoted using geo-targetted social media advertising, led to 128 people contributing their feedback. They are listed in order of priority with **top priorities highlighted in bold** and **additional priorities suggested are blue**.

We used them to frame our define activities and more in-depth conversations that we had about community provision, housing and landscape.

This list of Draft Community Priorities was used by the design team to progress the design principles towards a feasibility stage design and provided the foundations for the Community Brief which was produced following our more in-depth discussions.



### Housing & Urban Design:

- **Materials should be high quality, preference for brick, no dangerous cladding**
- **Provide housing that is genuinely affordable to rent or buy.**
- **New homes should be prioritised for local residents with housing need**
- **Change needs to benefit existing residents and strengthen sense of community.**
- Buildings should be sensitive to the height of existing homes - not high rises
- New buildings need to blend in with the surrounding estate and feel like part of it
- **Amount of new homes needs to be balanced with enough space for community facilities and outdoor space.**



### Community Provision

- **An amazing adventure play area and affordable childcare.**
- **Better local youth provision that they feel ownership over.**
- **Space for adult learning, advice, training, new skills (kitchen, workshop, tools)**
- **A community-run centre with a cafe and hall that is affordable and welcoming to all backgrounds.**
- Space for family support.
- Some services could be combined to meet more needs in one place.
- Others should be separate or dedicated to particular audiences.
- **Better communication and sign-posting for activities and services available within the area**



### Landscape & Green Space

- **Keep as many trees as possible and plant more.**
- **Community gardening, and improve existing green space on estate.**
- **Outdoor social space, seating, shelter and picnic areas.**
- Use rooftops for gardening & play.
- Improve walking routes, and signage through estate and to surrounding area.
- More and better play space for all.
- More green and public spaces like Bridget Joyce Square.
- Improved outdoor gym equipment.
- **Consider long term maintenance of planting, trees and equipment.**
- **Peaceful spaces that cater to the elderly and open spaces that reflect the increase in population.**



### Accessible & Inclusive spaces

- **Make sure that the scheme is as inclusive as possible.**
- **Provide open access as well as secure play provision for SEN children and young people.**
- **Work with people with various additional needs to make sure that interior and exterior designs work.**
- Better pavements and curbs for wheelchairs and buggies.
- Create accessible outdoor communal planting areas.
- Prioritise housing for elderly and disabled people already living in the area.
- **Create more support services for carers, and vulnerable or marginalised groups.**
- **Consider diversity of the community and creating spaces where all feel welcome.**



### Environment & Sustainability

- **Better maintenance, rubbish and recycling service.**
- **Make development as green as possible in terms of materials and impact on environment.**
- **Encourage biodiversity and green education through project.**
- Create new and better habitats for nature and biodiversity.
- Consider recycling or re-using parts of existing building materials and plants.
- Create more electric car charging points and better cycle provision.
- **Consider approach to drainage as this is currently an issue across the estate.**
- **Sustainable technology and energy efficiency throughout the scheme. e.g solar, wind, kinetic, passivehaus.**

# 3. Engagement approach & activities

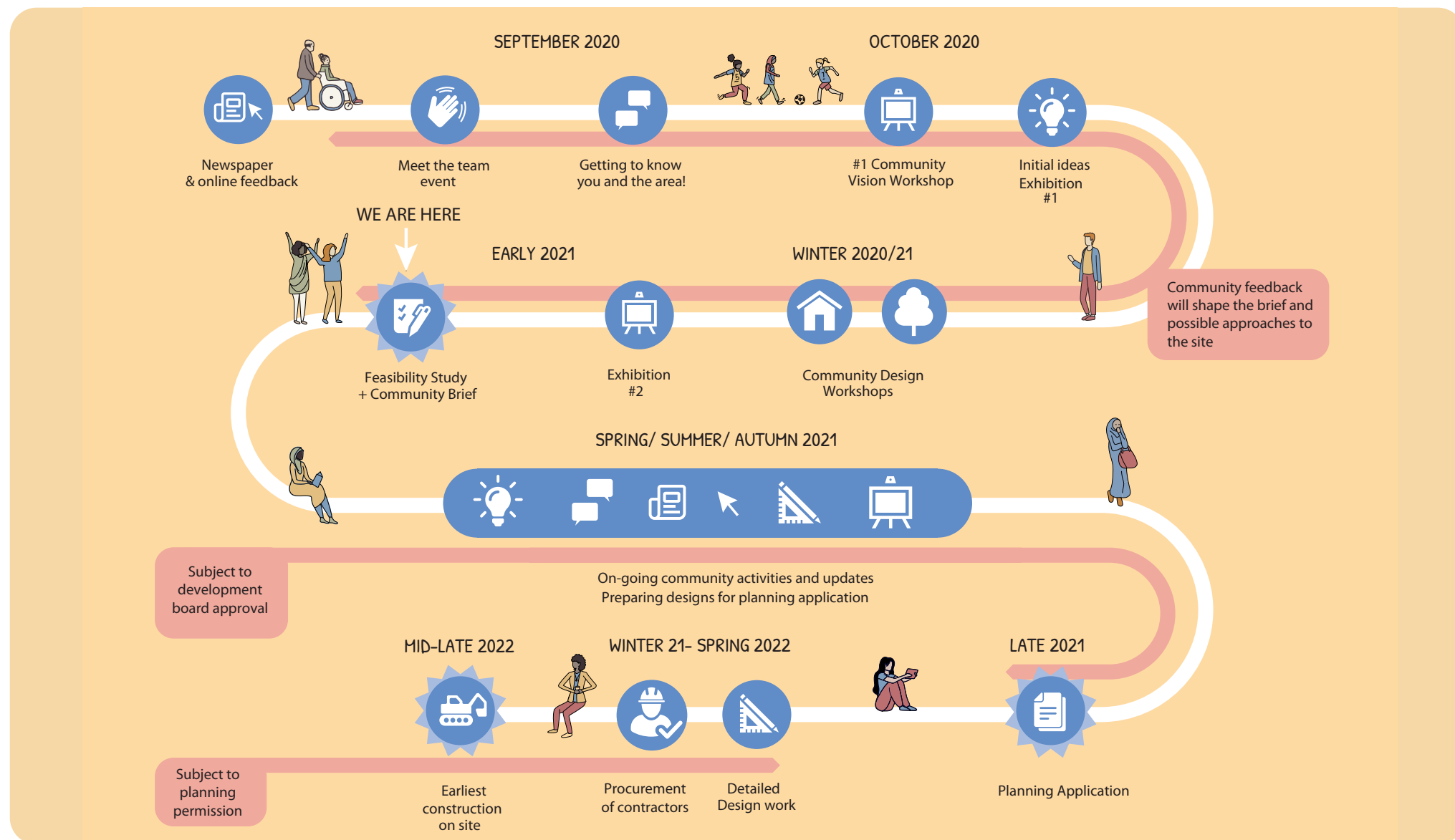
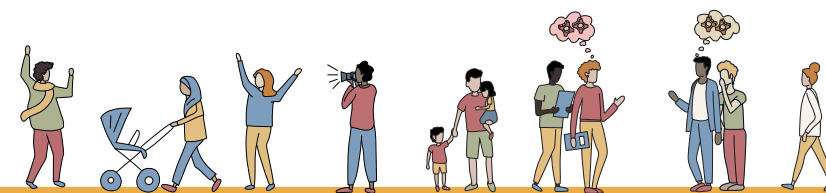
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The focus of engagement in Stage 1 has been to co-produce a brief with residents and key stakeholders for how the central area of White City could be redesigned.

Our approach was to deliver a programme of activities that ensured the residents and key stakeholders were informed about what is happening and have plenty of opportunities to get involved and have influence over future plans for the central area of White City Estate.

## 3.1 Engagement timeline



## 3.2 Engagement overview



Our approaches focused on embedding our inform, involve and influence methodology.







## 3.3 Inform: How we let people know about the project

We utilised a range of methods to let people know about the project, and created a strong and recognisable brand to increase awareness and recognition across all communications material.

Conscious of sensitivity to engaging during the Covid-19 pandemic, we made sure to reach out and raise awareness while respecting the circumstances in terms of safety but also people's headspace.

**In print:** Our newspaper and flyers were delivered to **2500**, with another **300** copies placed in local hubs, and posters in key locations. We also displayed copies of exhibition boards and details on how to give feedback in Bridget Joyce Square and the Hub @75 to inform as many people as possible.

**On the ground:** When we were able to, we made the most of positioning ourselves in key locations where people were likely to be in order to reach a passing audience make them aware of the project. This was only possible during the early part of our work as restrictions tightened from October onwards. We were able to reach **nearly 200** local people this way.

**Online:** Our digital mailing list, dedicated project website, zoom workshops and online survey platforms combined with existing regular channels led by the Council and our own approaches on social media allowed us to reach local people across the area. **496** visits to the website, **642** engagements on social media **144** attendees to online workshops.

### Community networks & relationships:

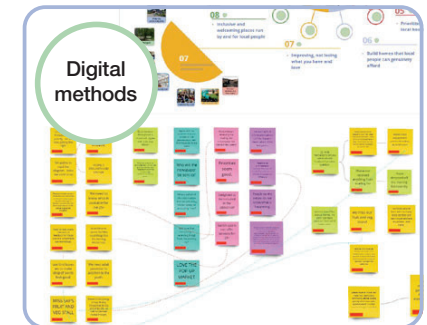
By building relationships locally we were able to share information through key local networks including **82** online local groups.

**Local Recruitment:** In October 2020 We recruited Fanechka Fernandes as a full time member of staff at make:good. Fanechka is a local resident and she has been invaluable both as a professional, but also for her personal connections, knowledge and insight within the community.

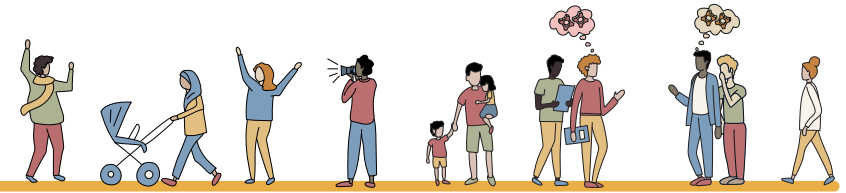
**Targeted outreach:** We were supported to reach local young people by Switch Sports, W12 Together and the Harrow Youth Club.

The Association of Somali Voluntary Organisations have also been extremely helpful in providing translation and sharing information allowing us to reach members of the local Somali community.

The Hub@75 have also supported us with insight, Arabic translation and sharing information with their users.



## 3.4 Working with stakeholders



The White City Central area provides a number of well used community facilities as well as some disused plots. Many of the people who run these different services are key figures in the community. The networks of use and shared use are quite complex and it's important to continue to work with these groups to gain their insights about the area, to have them share information with their networks and to understand what they would need from new spaces.

### On site operators

We had 1:1 meetings, in person or on-line with all of the key service and related stakeholders for the in use community facilities on the site. We also held meetings with additional people who run services there on a regular basis. This helped the design team understand their current services and what they might need in the future. It also allowed us to try and reach their service users where the pandemic permitted.

### Community collaborators & Surrounding networks

We spoke to other community groups informally to gain insight, or to encourage them to share information with their networks. Some of these groups have acted as 'collaborators' and engaged more actively in the project so far.

In the future, we hope to work more with all of these groups in order to tag on to any in person events they are running or to hold workshops with their users. We hope to find ways of collaborating more on project tests and meanwhile uses.

### Council stakeholders

We have maintained contact with key departments within or relating to the council to share updates and gain their insights about the area and relevant changes happening borough wide.

### Mapping our stakeholders



### Other surrounding local networks we used to reach people

- Community no. 1
- White City Black Role Models
- Association of Somali Voluntary organizations (ASVO)
- Imperial College London
- Anti-tribalism movement
- Local bee-keeping and community garden initiatives
- White City Resident's Association
- Wormholt Resident's association
- Switch sports
- Local food bank and food distribution centres (White City Community Centre and the Hub)
- Community champions
- Hammersmith City Garden Association – Phoenix Gardens

### Other stakeholders within the council who we have consulted

- Disability Forum
- Co-production
- Development board
- Childcare evaluation

### Local political stakeholders were informed about the project and invited to key events

- Cllr Max Schmid
- Cllr Culhane
- Cllr Homan
- Mp Andy Slaughter



## 3.5 Activities: getting the community involved



### Discover phase activities

Public facing and stakeholder activities in this phase were designed to gather insights about the area, understand people's priorities, raise awareness and get people involved. Owing to timeline shifts and the impact of the pandemic on local services some of these activities did not happen in a 'distinct phase' as planned.

- Resident led walkabout & afterschool pop-up 15.09.20, 3-5pm:**

The design team was shown around the site area by residents in small groups. Team members were also on hand to speak to passers by.

**26 participants | 22 feedback forms | 5 group annotated maps**

- Meet the team event: 22.09.20, 3-7.30pm:**

An opportunity for the community to meet the team, find out more and share their insights, priorities and concerns about the project.

**63 Adults 15 Children | 45 feedback forms | 38 Priorities cards**

- Community centre pop-up: 01.10.20, 12-2.30pm**

We popped up during a foodbank being run at the community centre in order to reach more local people, make them aware of the project and get their insights.

**74 attendees | 32 Priorities cards**

- 1:1 Meetings with local operators & stakeholders (various)**

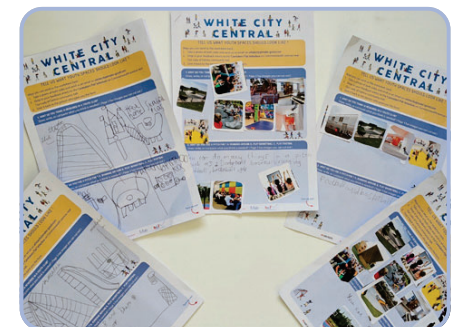
Meetings to understand particular needs and insights of different stakeholders. Initial meetings with operators asked what worked well about their spaces, what could be better and what they saw the opportunities of a new space as being. Follow up meetings were held wherever possible. Because of the pandemic and the impact this had on these services some of these meetings happened at times later than intended.

**6 on-site operators | 5 wider stakeholders | Feedback as meeting minutes**

- Harrow Youth Club workshop & Youth outreach**

Understanding the existing site and priorities from the youth perspective. Spaces that have potential to change (opportunity areas)

**10 workshop attendees | 5 feedback forms | Facilitator notes**





## 3.5 Activities: getting the community involved

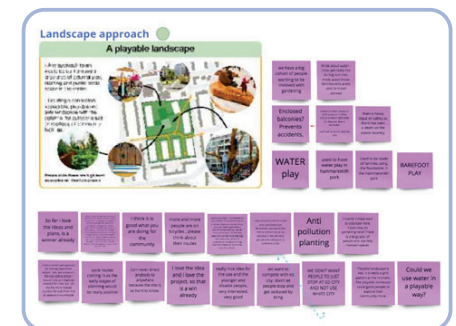
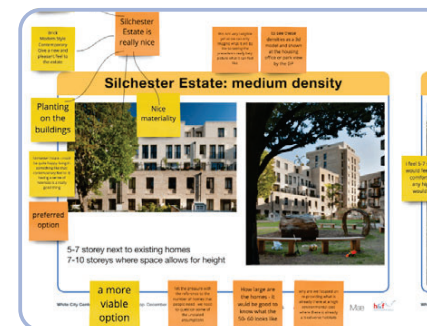
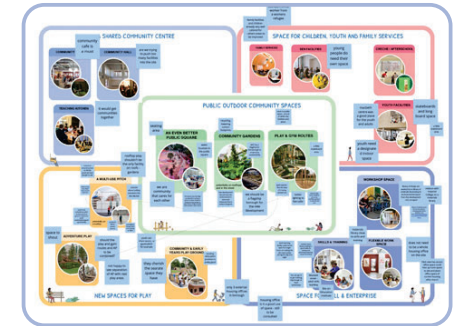
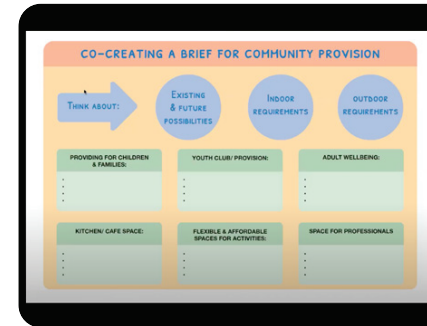


### Define activities

Designed to delve deeper into key themes and checking we have understood priorities. Share knowledge and skills to understand considerations of the project so that the community can co-produce the plan.

- Online community vision workshop | 06.10.20** Understanding Priorities for Community Spaces thinking about what works well, what could be improved and what's missing internally and externally. Introducing the idea of a central hub and using rooftops. **11 participants | Feedback taken as facilitator notes**
- Online Initial Ideas Exhibition | 24.10.20 (also displayed in Bridget Joyce Square)** Exhibition shared 'ingredients' or services that local people had said they would like to see in their community spaces, as well as some example ideas for how they could be laid out. **17 attendees | 224 virtual comments during and after session.**
- New Homes Workshop | 15.12.20 12.30-2pm, 6-7.30pm 11.01.21, 5.30-7.30pm** Shared information relating to genuinely affordable housing, and Local lettings. Introduce Density and Viability and get Feedback. **41 attendees | 191 comments**

- Landscape & Playspace: 19.01.21 - 12.30-2pm, 6-7.30pm** Workshop to discuss key considerations, and opportunities relating to landscape and play. Adventure play, shared space, boundaries, playable landscape and making the most of all outdoor areas were discussed. **30 attendees | 306 virtual comments**
- Stage 1 Exhibition: Community brief & possible approaches exhibition: 02.02.21 (also displayed in Bridget Joyce Square)** Online exhibition sharing the Community Brief for the project and possible approaches to redevelopment in order to get feedback. Marking the end of Stage 1. **27 attendees | 226 virtual comments during and after session.**



## 3.6i Ensuring meaningful influence



**Scope of Influence** - The team set out a scope of influence in order to understand areas where the community could have most influence, and where decisions were more influenced by policy and viability (see diagram on next page).

**Capturing Feedback** - We aimed to offer different ways for people to share their feedback, from quick sharing of priorities, sketching/ collaging ideas, to more detailed surveys and in-depth discussions in meetings and workshops.

**Feedback loop** - It is really important to set out a clear feedback loop so that we can ensure our process is transparent. People need to be able to see how their feedback has been grouped, what action the team have taken and why. Sharing information, being transparent, checking what we've heard, sharing how plans have responded to feedback, and how and why decisions are made.

In order to ensure transparency, we shared feedback summaries, raw data and collated feedback from each of our events with the design team.

Feedback from events was summarised with the community at workshops and exhibitions, in newspapers, and via the mailing list. Residents could also access Miro boards and add comments after events.

The draft priorities and the community brief were shared as feedback forms to all households, and online, promoted via social media.

### Building understanding and skills

We tried to go through things step by step and give a wider understanding of certain key

considerations, such as density and policy surrounding it so that residents can give meaningful, informed feedback on the project.

**Community Brief** - All of the input that we've received has been distilled into a 'Community Brief' based on what matters to local people. This will act as a guide for the project team and a tool for the community to hold the project to account. See Section 5.7 for more details.

### Representation diversity and inclusion outreach

- We worked closely with the British Somali Association. They helped us to publicise events and to translate material into Arabic, as well as to share information and flyers at the local Mosque.

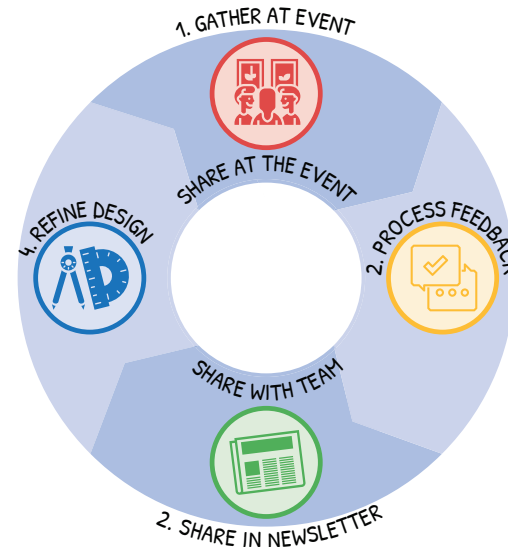
Working with Harrow Youth club, Switch Sports, Community Number One and White City Black Role Models helped us to reach local young people.

We consulted with the disability forum, H&F Co-production Team and have been working with Lords accessibility consultants to improve the accessibility of our printed and presentation materials. We also worked with Play Association Hammersmith and Fulham to gain insight into provisions for local young people with disabilities.

## How project decisions are made



## Feedback Loop












## 3.6ii Scope of Influence

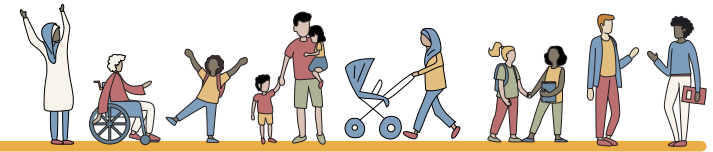


This diagram was shared with the advisory panel and in our early community workshops, outlining where the community can have the most influence on key themes within the project.

This supports transparent and honest conversations and lets us shape our activities around the things that people can meaningfully influence.

						
	General	Landscape & Open Space	Access & Movement	Housing & Urban Design	Community Facilities	Environment & Sustainability
 <b>Strong community influence</b>	<ul style="list-style-type: none"> <li>Helping the team understand how the site works now and priorities in the event of change</li> <li>Re-provision of facilities/amenities</li> </ul>	<ul style="list-style-type: none"> <li>Design of key open spaces</li> <li>Uses and forms of green space</li> <li>Distribution and types of open space</li> <li>Types of planting</li> <li>Public play provision</li> </ul>	<ul style="list-style-type: none"> <li>Creating a brief of qualities for routes and connections</li> <li>How key routes in the wider area work / are used</li> <li>Quality and characteristics of access points</li> </ul>	<ul style="list-style-type: none"> <li>Distribution of mixed-use (housing+community, education etc)</li> <li>Design of edges of site &amp; how they work, in particular 'active frontages and entrances'</li> </ul>	<ul style="list-style-type: none"> <li>Types of community use</li> <li>Qualities of community space</li> <li>Celebrating culture/heritage and identity</li> <li>Public art</li> </ul>	<ul style="list-style-type: none"> <li>Identify local groups &amp; priorities for social value</li> <li>Identify &amp; map key environmental issues</li> <li>Identify uses &amp; activities to support health &amp; wellbeing</li> </ul>
 <b>Some community influence</b>	<ul style="list-style-type: none"> <li>Scope of the scheme (which areas are included for redevelopment)</li> <li>Meanwhile uses; ideas for how vacant buildings or areas could be used throughout the project</li> </ul>	<ul style="list-style-type: none"> <li>Connection to other landscape</li> <li>Safety (lighting, overlooking etc)</li> <li>Types of planting</li> <li>Mix of hard and soft landscaping</li> </ul>	<ul style="list-style-type: none"> <li>Location / alignment of routes</li> <li>Design of new residential streets</li> <li>Wayfinding</li> <li>Cycle provision</li> <li>Inclusivity is the aim, influenced by policy and local insight</li> </ul>	<ul style="list-style-type: none"> <li>Appearance &amp; character</li> <li>Amount and location of housing.</li> <li>Priorities around building heights and massing</li> </ul>	<ul style="list-style-type: none"> <li>Programming and activities</li> <li>Management of facilities</li> <li>Locations of community facilities</li> </ul>	<ul style="list-style-type: none"> <li>Ideas for sustainable materials &amp; energy use</li> <li>Water usage</li> <li>Energy efficiency</li> <li>Biodiversity</li> </ul>
 <b>Less community influence</b>	<ul style="list-style-type: none"> <li>Project plan and timeline</li> <li>Phasing of construction</li> </ul>	<ul style="list-style-type: none"> <li>Amount of space</li> <li>Constraints around trees</li> </ul>	<ul style="list-style-type: none"> <li>Location of infrastructure</li> <li>Needs of servicing vehicles &amp; their location</li> <li>Amount of car parking provision</li> </ul>	<ul style="list-style-type: none"> <li>Mix of tenure will be 50% affordable</li> <li>Density will be governed primarily by housing design standards</li> <li>The project has to be viable</li> </ul>	<ul style="list-style-type: none"> <li>Ownership of facilities</li> <li>Certain decisions will be made with key stakeholders e.g. the nursery or governed by policy.</li> </ul>	<ul style="list-style-type: none"> <li>Aiming for net carbon neutral scheme</li> <li>Climate emergency considerations</li> </ul>

## 3.6iii The Resident Advisory Panel



### White City Estate Resident Advisory Panel (WCERAP)

A group of local residents who act as a sounding board for the project and advise on best ways of communicating and reaching residents.

We have grown membership of this group over the course of the project. 42 local people registered interest and we have seen this naturally distill into a group of 12-15 regular attendees who will become the steering group in the next stage. In order to make sure that the group are representative of the area we asked members to share information about themselves.

### Meetings during Stage 1

- **Design Team Interview: 30.06.20**  
**3 members attended**

Prior to the project commencing the panel was involved in the tender and interview process for the design team

- **WCERAP meeting 1: 26.08.20**  
**4 members attended**

Informal meeting to gain insight into local networks, engagement approach and feedback on Newspaper 1.

- **WCERAP meeting 2: 20.10.20**  
**6 members attended**

Meeting to share and get feedback on the initial ideas presentation.

*"As a resident of this community, I'm very interested in the facilities that we share, the kind of community that we create and the holistic wellbeing of my neighbours."*

*As residents, this is our space. This is our neighbourhood. These are our views, our horizons, our fresh air and our green spaces.*

*We need somewhere that we can walk comfortably and interact with each other, so we all have a personal investment in it."*

- **WCERAP meeting 3: 26.11.20**  
**12 members attended**

This meeting was called by members of the panel in order to discuss the terms of reference, agree on a co-production methodology and how the Council, Design team and the panel should work together.

- **WCERAP meeting 4: Community led housing | 5 members attended**

The panel requested a meeting with a community led housing advisor to understand if this was something that could be pursued in the project.

- **WCERAP meeting 5: Terms of Reference and Stage 2 approach: 16.03.21**

The panel nominated and chose a chair for the panel. They discussed changes to the terms of reference, potential provision of training for the panel and engagement methods that could be more inclusive to the harder to reach groups.

### Key impacts of the panel so far

- Input on project tender pack
- Selecting the Design team
- Feedback on engagement approach and helping us reach key networks within the community
- Feedback on printed communications
- Feedback on Initial Ideas exhibition and online approach
- Project program was extended following feedback
- Their suggested ways of working with the community have been adopted as commitments in the community brief:
  - Co-production throughout
  - Clarity & honesty
  - Checking back with residents
- This report has been shared with members of the panel and they have helped us plan engagement activities for Stage 2.

### Going forward

- We have agreed to work with more regular dates and co-produced agendas throughout Stages 2 - 3.
- The panel will contribute to project newspapers and comment on presentations
- The panel will be involved in shaping meanwhile-use plans for the former Health Centre building if it goes ahead.



## 4. Who we reached



Where possible we ask participants to share information about themselves in order to monitor who we are reaching.

This is important in ensuring feedback is representative of the diverse community in White City.

## 4.1 Reach map



Across all of our engagement activities we received 221 pieces of written feedback.

**169 people gave us their postcode.**

From this we are able to see that:

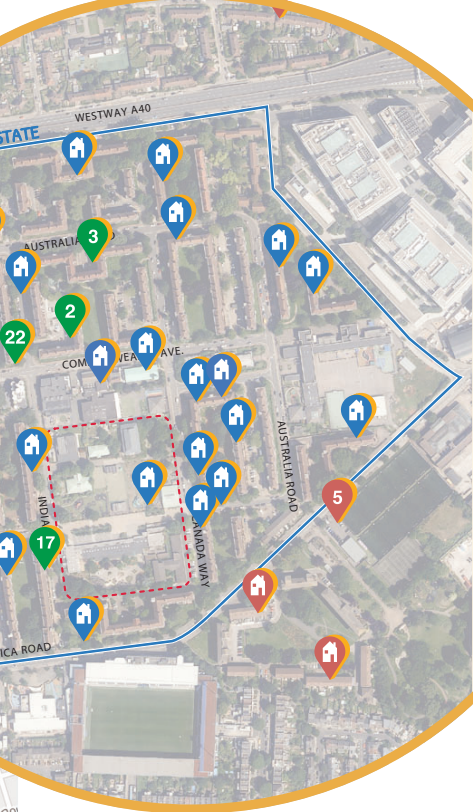
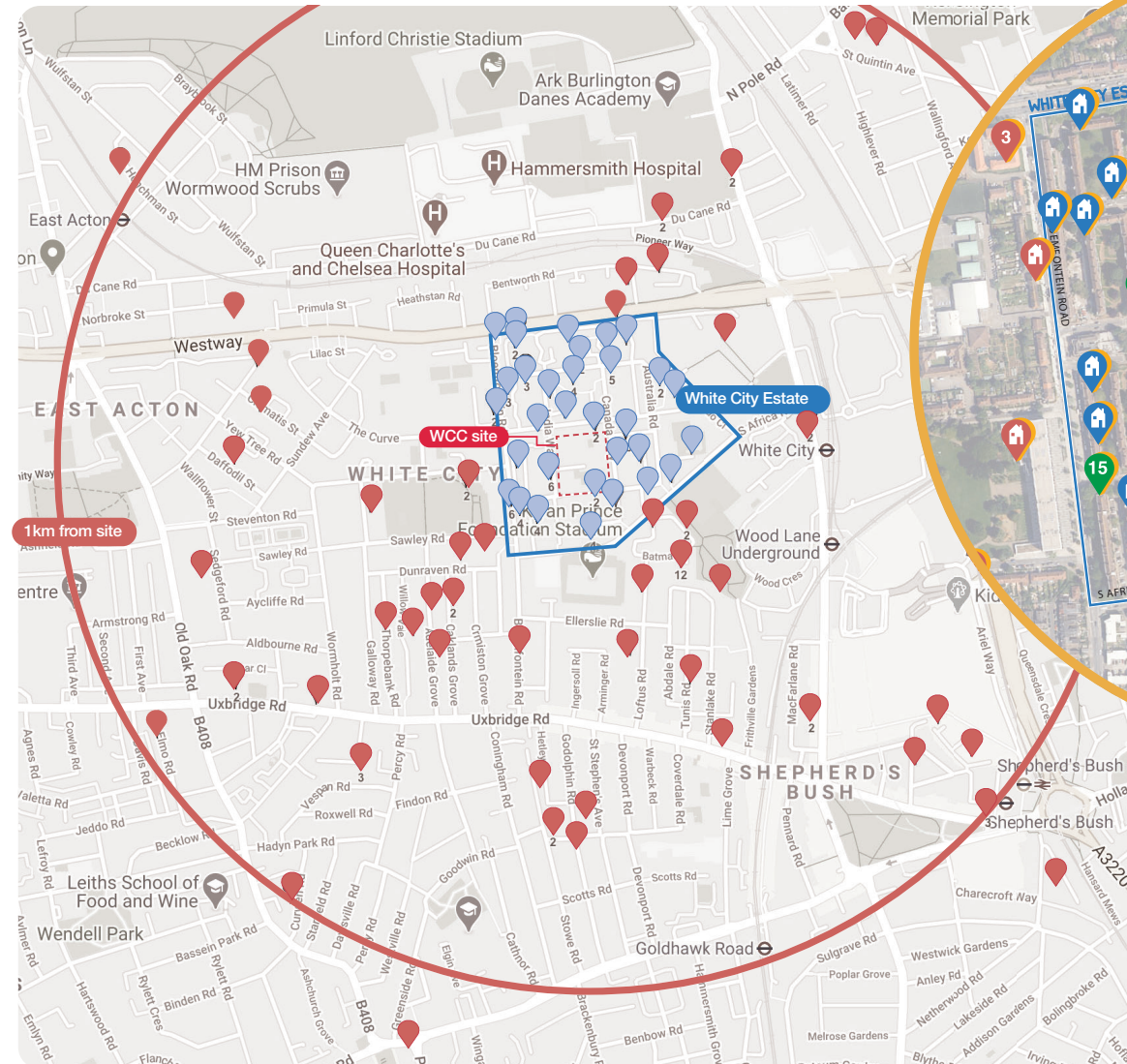
- 80.4% within 1km of the site.
- 53.2% residents of White City Estate.
- 19.52% outside the 1km radius.



Postcode outside White City Estate



Postcode within White City Estate



## 4.2 Demographics summary



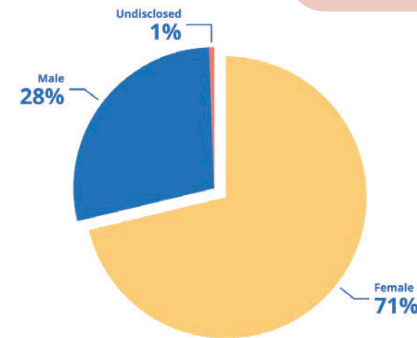
Across our events and online we have received 221 feedback forms so far. In order to make sure that we are getting feedback that is representative of the local area we monitor demographic data.

### 174 people gave us details about themselves.

- Gender:** 71% identified as Female, and 28% as Male, 1% undisclosed.
- Ethnicity:** 47% identified as White British/White other, 21% as Black/Black British, 10% Asian/Asian British, 7% did not disclose.
- Age:** There was a fairly even spread of ages between 25 and 64, however we need to do more to reach older residents and young people.
- Disability:** 20% considered themselves to have a long term illness, disability or health condition.
- Occupation:** Many respondents did not disclose employment data. Of those who did the highest proportion were in full time work at 34% with fairly equal representation amongst categories of occupation.

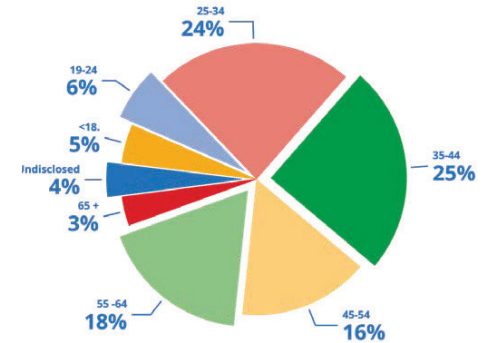
### Gender

Target: increase responses from those who do not identify as female.

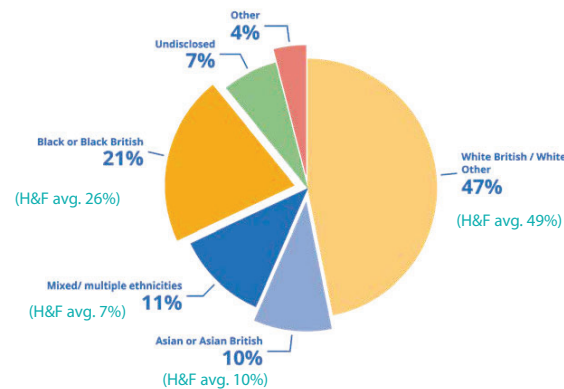


### Age

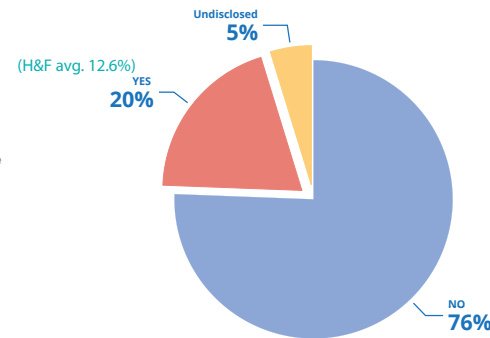
Target: increase responses from under 25's and over 65s



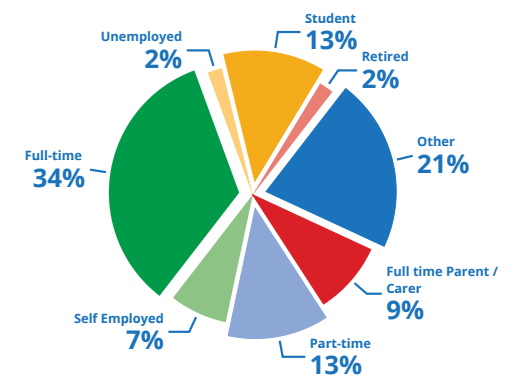
### Ethnicity



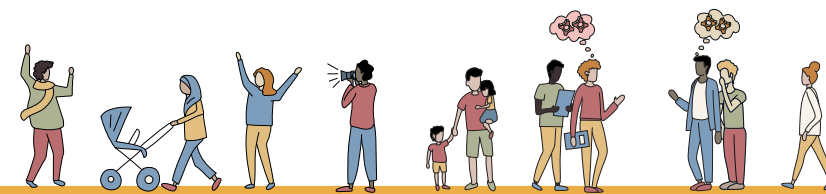
### Disability/ health condition



### Occupation



## 4.3 Demographic monitoring



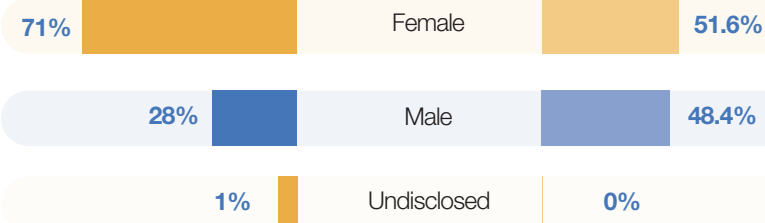
### Observations:

The ethnicity data provided by respondents is closely matched with the Borough's census data. A comparison of the disability data provided shows that our reach exceeds the Borough's census data.

In the next stages we will do even more to reach young people, older people and males within the community. We are planning to access local schools for workshops once schools re-open and will carry out targeted outreach to reach those that do not identify as female.

We will also work with the housing office to engage with potential end users on the housing waiting list.

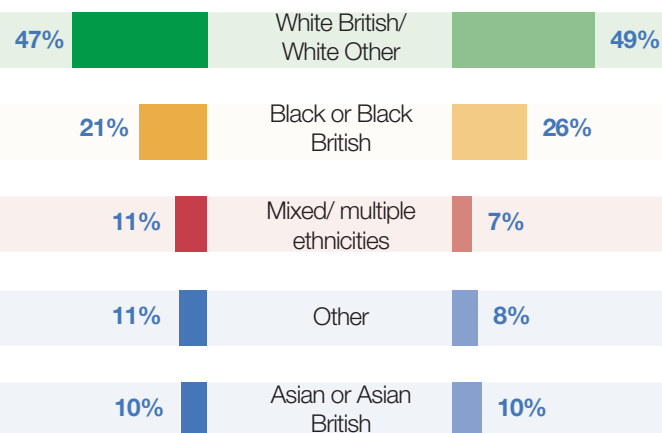
### Gender



make : good engagement data

Wormholt and White City Ward data

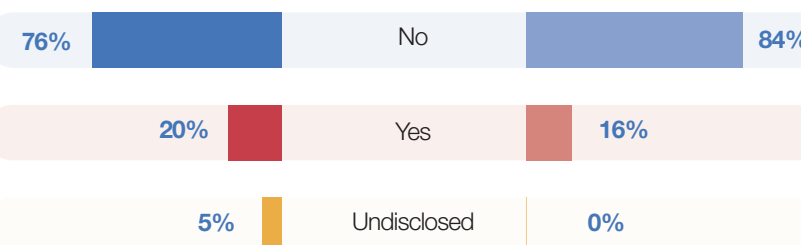
### Ethnicity



make : good engagement data

Wormholt and White City Ward data

### Disability/ health condition



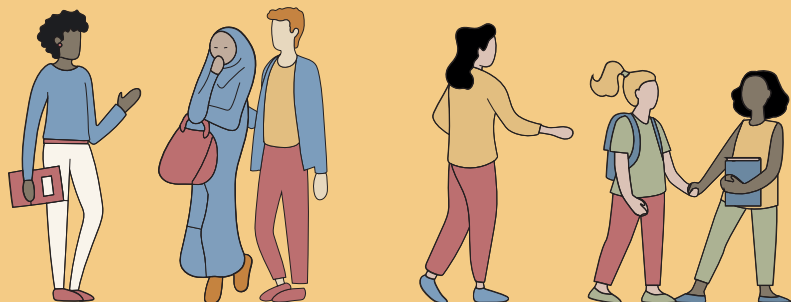
make : good engagement data

Wormholt and White City Ward data



# 5.0 Feedback on: The area and on-site operators

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White City Central - Community & stakeholder engagement Stage 1 report | March 2021

When able to, we gathered feedback in person, as well as presenting opportunities for online participation via a Commonplace website, workshops and survey platforms.

Given the context of the Covid19 pandemic we had to adapt a lot of activities to work online and made use of Zoom breakout rooms and online interactive Miro boards to make online sessions more engaging.

We also distributed printed feedback forms across the estate in order to give people the opportunity to comment off-line.

This first section summarises what people told us about the area at the moment, what works well, what could be better, and what is missing. It is based on our on the ground research and conversations with key stakeholders.

## 5.1 Community site analysis: existing facilities



Feedback gathered from 1:1s, socially distanced walkabouts, online heatmap, surveys and workshops

### White City Community Centre

Some love it, use it for meetings and classes and many praise the efforts during the pandemic around foodbank provision.

**Historical tension** as it used to be a 'whites only bar' which makes some people uncomfortable to access. Some feel they can't afford the hire costs and that other spaces are cheaper, and they expressed a desire for a more welcoming and informal social space that can be used for free.

**Affordability and social space like a cafe are top priorities.**

### Disused Over 50s Centre

People **praised activities such as gardening and socials** that used to be offered. Feel there is not enough for older residents.

**Community garden and teaching kitchen suggested as intergenerational activities.**

### One O'clock Club

Highly valued by those who use it - some confusion about how it can be accessed. Local parents and child minders who use the space value its affordability, location and the proximity to secure outside play space.

**Affordable creche or afterschool provision is a high priority for local people. Better methods of promoting services highlighted.**

### North Area Housing Office

The community see this service as essential, and like that it is near their homes. Some commented that it was larger than needed.

**People want to retain the service in a smaller space, ease of access and proximity is key.**

### WC Adventure Playground

Residents have very fond memories of the space and value the affordable childcare and safe space for young people that it used to offer. Current provision for disabled and youth seen as important.

Age restriction is a barrier to some, and others are unaware of how to access it. Many commented on the current run down nature and lack of funding available to offer mainstream afterschool and holiday services.

**The community would love to see this service restored through this project. Seen as an important part of area's heritage.**

### RB Family Annexe

Many parents spoke of this space fondly and have missed its services being unavailable during the pandemic. The outdoor play area was well liked and used to be used by the BBC to film in. Others were unaware of the services offered there.

People valued it as a social space for young parents and children and a place to get help and support relating to pregnancy and babies. Some expressed concern over uncertainty about its future. Well publicised family support is needed locally and proximity to other community spaces is important.

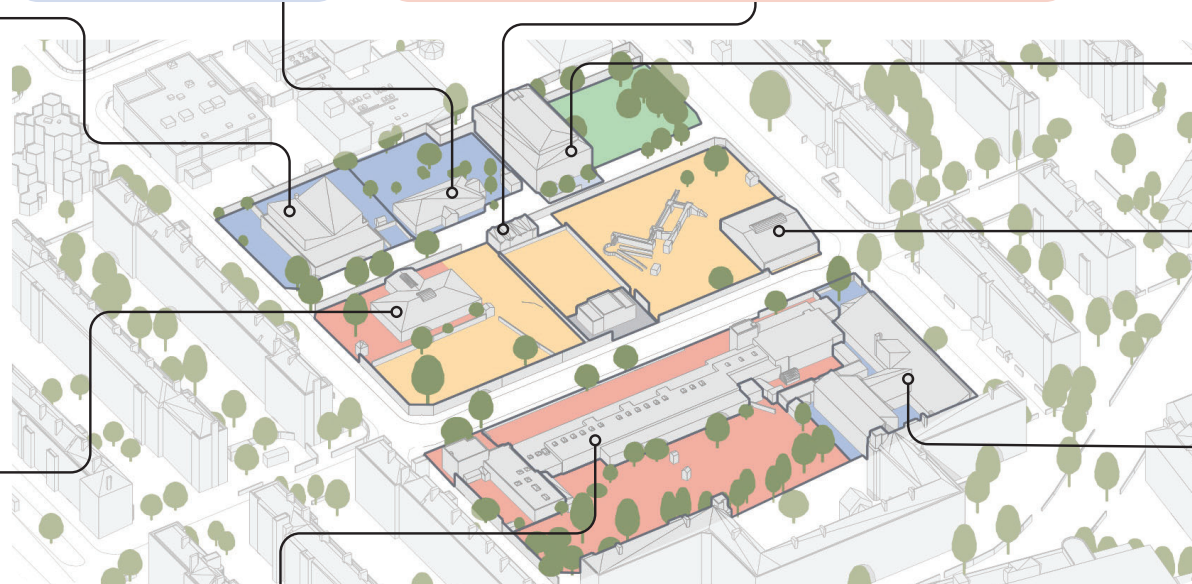
### Randolph Beresford Early Years Centre

Seen as a great local asset, well loved by staff and community. People are proud of it and see its ethos as part of what makes the area great. The space is seen as more than just a nursery, and it has a significant hand in other communal spaces for children and young people.

**Forest school curriculum, large outdoor areas and relationship with open pedestrianised / play areas as well as connection to wider community facilities were all highly valued and these need to be prioritised.**

### Disused Health Centre

Currently occupied by property Guardians. Feedback on this space mainly focused on the desire to see it brought back into use for the community. Opportunity to co-design temporary use of space for use by some existing services during phased construction.





## 5.2 Community site analysis: existing outdoor spaces

Feedback gathered from 1:1s, socially distanced walkabouts, online heatmap, surveys and workshops

### One World Garden

Locals who use the centre value the garden as a point of respite. Popular with parents and pupils of local schools, used as a calm place to wait, read or study. Others said that the fence and onlookers from the centre makes them feel unable to/ unwelcome using it. Places that offer moments of calm and community care are important and need to be made accessible to all. If changed explore replanting and referencing this space. Enthusiasm for community planting Opportunity to co-design with active residents and local groups.

### Outdoor Gym

Equipment fundraised by local youths, well used by different groups especially during the Pandemic. Some equipment not working and surface unsuitable. Some feel intimidated by men who use it in the evening, others commend community training sessions.

Users are open to relocating and would welcome better equipment, surfacing, maintenance and shelter. Opportunity to co-design with local fitness trainers. Could existing equipment be relocated elsewhere on the estate?

### Other comments about outdoor areas

**New Zealand Way:** is also a popular pedestrian route, although many prefer Bridget Joyce Square following improvements there.

**Routes in general, signage and wayfinding:** across the estate and connections to the surrounding area could be improved.

**Local parks:** such as Wormholt Park and Hammersmith Park are well used. However there is a lack of play equipment for children with disabilities. Some report preferring to use the playground on Bridget Joyce Square as they are more local. Some recent changes to sports pitches there make it harder to access because of cost.

**The communal areas between blocks:** are under utilised and could be improved. Blocks feel shut in at certain points which prevents movement through.

**Safety:** for the most part people said they felt safe in moving through the central area, and had seen an improvement in recent years although some would like to see better lighting and safety priorities across the estate. Some people report anti-social behavior at the outdoor gym and others identify a lack of Youth provision as causing young people to be out and about with nothing to do.

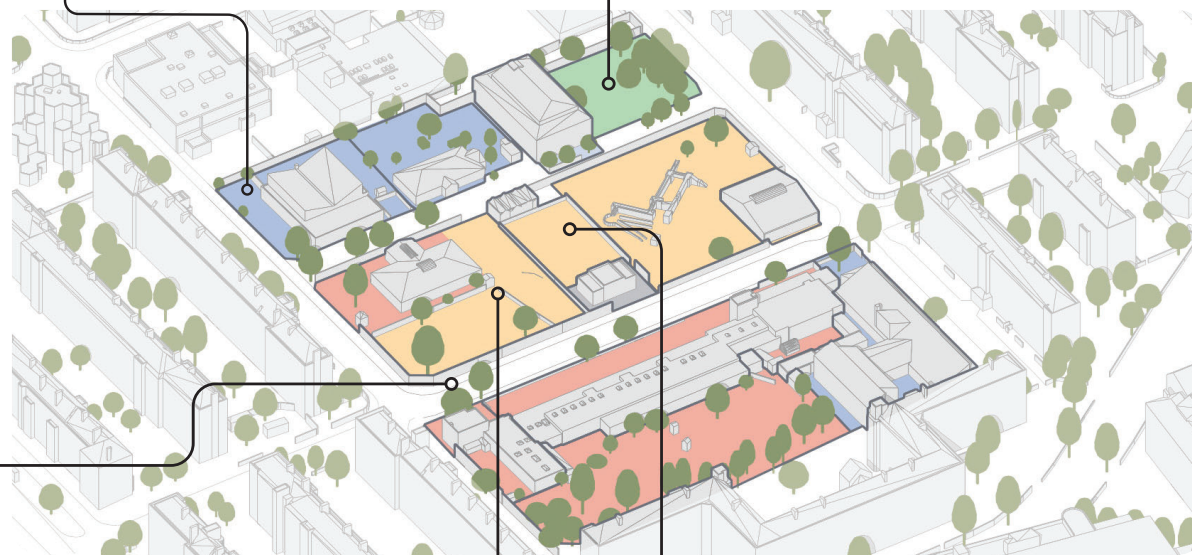
### Bridget Joyce Square

Well used, as a popular route for all ages, and a stopping point for families. Strong local ownership and pride, created after a petition to pedestrianise connection to nursery and playground. Named after a local nursery nurse who passed away.

People value the openness and views, like the educational plaques about SUDS and the play on the way. The success of these should be considered in any plans.

Some comments that the fences are unattractive and prevent interactions with the spaces adjacent to it.

Some maintenance issues highlight the need for robustness. People would like to see more activities such as a market. **Any change will need to be respectful. Re-providing, referencing and reusing elements would be recommended.**



### Community Playground

Playground is very well used especially after school - particularly good for younger children. Some would like to see more and upgraded play equipment, others mentioned a lack of secure open access play space and equipment for children with disabilities. Parents would like to have more seating and social spaces around play areas.

### Sports Pitch

The sports pitch is well used and people value this free space for sports and ball games. It is fenced in on all sides and sometimes gates are locked. Local children and young people access it regardless by climbing over. The surfacing is seen as poor and people would like it to be better lit to make it usable throughout the year.



## 5.3 On-site stakeholder/operators' priorities



**White City Community Centre:** Currently running foodbank and midwifery services. Formerly used for community classes and as a hall for private hire. There is an open space garden in the front of the space called the One World Garden designed for biodiversity and calm reflection.

We held meetings with the centre manager and representatives from their Community and Maternity Champions. Prior to Covid, the demand for booking spaces within the centre was extremely high, and people were referred to other centres due to insufficient capacity.

They would like to prioritise space for health and wellbeing as well as other events. More or larger spaces were welcome as long as the rent and funding was accessible for residents to use. More storage options and facilities for the different services offered would be useful as this would welcome a variety of use from training to indoor sports.

While many love it, there are some who have historical issues with the site and a new location could improve local perceptions. There is some hesitancy around shared space and retaining identity. Separate entrances and soundproofing suggested as considerations. There would need to be careful consideration of logistics and work done to bring operators who might have to share in the future together in the next stage.

### One O'Clock Club

These childcare clubs started in the 1970s/1980s and only a few remain today in London. It used to operate out of the Randolph Beresford Family Annex. It is a non-profit organisation and is currently run by three volunteers who work in shifts.

The volunteers we spoke to told us that they would benefit from improved facilities with better storage for donations and buggies. They need a secure space with indoor equipment for under 8s (e.g. messy play, sensory play) along with proximity to outdoor play areas.

They currently only have to pay the Council for electricity, gas and water for space and want to keep their nominal fee unchanged therefore affordability and security of lease are key considerations for them.

**North Area Housing office:** Council officers working to support local residents have said they would need a smaller space of 8-10 desks and would be happy to have newer more modern working environment. They would appreciate access to an outdoor area for lunch and social breaks. Some feedback that being integrated more informally with another space could improve access to residents.



White City  
community centre



One O'clock Club



Housing office

### Randolph Beresford Early Years Centre

Outstanding maintained Nursery school with Forest school ethos. Nearly 50% of pupils have additional needs or learning difficulties.

From our meetings with the Nursery and their Governors, they are open to being involved in the project, even if it means moving site.

They can see that a new nursery space could benefit them in terms of reducing maintenance costs and providing a high quality environment.

Their key priorities are the amount and quality of outdoor space as forest school curriculum is central to their ethos. Having connections to the wider community in terms of the other services they offer is also a key to their buy-in to the scheme. **See p 45-48 for more detail on the work done with the Nursery.**

### Randolph Beresford Family annex

Used to offer coffee mornings, and stay and play activities as well as pre and post natal support and family services. Randolph Beresford used to run services from the space and have some responsibility for the building.

H&F Family services, who prior to Covid, were managing the space told us they are intending to operate more flexibly from hubs within the community. They would be very keen to be involved in further design development of any centralised community space and how it could become a one-stop-shop for families, and members of the community of all ages. Key considerations will be having flexible spaces for desktop work, family rooms, therapy rooms, indoor and outdoor play space.

### White City Adventure Playground

One of the oldest adventure playgrounds in London. Managed by Randolph Beresford in partnership with the Play association H&F Currently serving small groups of children with disabilities because of funding/ pandemic. Also serves as a Youth club run by Harrow Youth.

From our conversations with PAHF, Randolph Beresford & Harrow Youth Club they would welcome improved Adventure play facilities and dedicated respite space for young people with disabilities.

A new space could really benefit their ability to secure funding in order to return to delivering their full services. Without a secure lease and certain quality assurances it is much harder.



Randolph Beresford  
Early Years Centre



Family Annexe



Adventure  
playground

## 5.4 Feedback on: re-provision of indoor and outdoor community spaces

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This section summarises the qualitative feedback received in our Community Vision workshop, Initial Ideas Exhibition, Landscape and Play workshop, as well as feedback from the advisory panel, stakeholder 1:1's and youth outreach work. It is a set of 'ingredients' based on improved re-provision of existing services and the opportunity to add things that are currently missing in the event of change.

The project aims to re-provide existing in-use spaces. Going forward we will refine the detail of these possible ingredients for indoor community use taking into account information from the new Ed City Project and other changes happening locally.



## 5.4 Feedback on (re)provision: Indoor spaces for adults / all ages

### Shared community spaces:

#### Community hall:

- The Community hall should be attractive, welcoming, open and bright, celebrating the diversity of the local community.
- Segregation and flexibility of spaces to allow for different activities and use to take place at a time. Halls that are affordable to hire by the community allowing community-led teaching workshops.
- Considerations on materials that are fit-for purpose and provide good sound-proofing to the spaces.



#### Community teaching kitchen:

- Good opportunity to bring different communities and generations together. Suggestions that it could be connected to an edible community garden.
- There is potential for allowing residents on catering courses to test skills, provide space for demo kitchen and sell to the local kitchen/cafe or host community lunches or dinners.



#### Community cafe:

- This was a very popular idea and many would like to see a social hub that brings the community together.
- The cafe could have multi-use from promoting drop-in sessions with community leaders and other community stakeholders.
- Getting the location, feel and visibility of this space right will help ensure it is well used and improve use of all services. Adjacencies to outdoor play and other services suggested.



### Spaces for skills and enterprise

#### Skills and training

- Potential spaces for coaching sessions, homework clubs, workshops for health and wellbeing, bike workshop, woodworking etc.
- The area could be well-connected to a cafe.
- Provision of services within the space that display all cultures and skills of the people living in White City.



#### Flexible work space

- Create small affordable spaces. This could be combined with the cafe or kitchen where the spaces have multiple functions.
- A desire for informal desk space was expressed by local social workers.



#### Workshop space

- Spaces that provide IT facilities and workshops to aid those who are digitally excluded.
- Library of things and a book sharing library could be put in place to reduce consumerism and promote the idea of sharing and borrowing.
- Affordable studio hire spaces for creatives with open studio units options for outdoor workshops.
- Workshop space could be linked to the cafe with a creche service provision that would help working parents.



### Key considerations

#### Genuinely affordable

In order for local stakeholders to operate these spaces need to be affordable to run and maintain. Offers and services also need to be affordable so that local residents can access and feel welcome.

#### Inclusive & welcoming

Local stewardship and management will be important. There are some historic tensions and perceptions of certain spaces that there is an opportunity to address in new spaces.

#### Well publicised services

Many people we spoke to were unaware of local activities and opportunities. Improving mechanisms for making people aware with notice boards, online platforms and amplifying local networks through this process and into the future could help that.

#### Distinct identities

There are very active groups and stakeholders within the community who drive community provision in the existing central space.

New connections and shared space are going to be important in any re-provision of new community spaces. Good relationships between stakeholders and the council as well as between stakeholders themselves will need to be encouraged for change to be successful.

Making sure that different groups and functions have distinct identities and elements of autonomy are also important.



## 5.4 Feedback on (re)provision: spaces for children and families



### Indoor spaces

Family support and spaces for younger children are very well catered for within the area and people would like to see those services protected and re-provided in the event of change.

#### Spaces for peer support:

- Social spaces for activities such as coffee mornings are desired. These could link with the community cafe.

#### Spaces for professional support:

- Midwifery, pre and post-natal support from professionals is also currently offered in the family annexe and the community centre.
- Need to consider where and how these are provided in light of upcoming changes in Council approach to family services.
- Opportunity for the Nursery and community centre to work together to meet this need in a future space?

#### Managed creche and afterschool spaces:

- The One-oclock and adventure playground have both offered this service on the site for children of different ages.
- Local parents would like drop-in and stay and play facilities for young children.
- Important to consider how these spaces can be incorporated and how they are located to cater to their different indoor and outdoor requirements.

#### Spaces for young people with disabilities:

- All spaces should be inclusive and accessible to people with disabilities.
- Currently the Play Association use the Adventure playground and cafe to offer respite for young adults with disabilities and that service is much needed in the area.
- For their service they require a secure space, with storage, accessible and sensory indoor equipment.
- They also require secure fun and relaxing outside space for their service users to enjoy the outdoors safely.
- For their services they would prefer a degree of separation from other shared spaces.



### Outdoor spaces

The public playground and adjacent sports pitch on Bridget Joyce Square is extremely well used by local families and children.

#### Public play areas and equipment:

- People want to see new and improved play equipment, and have as many areas for play as possible.
- Play equipment needs to be inclusive and accessible as there is a lack of provision for children with disabilities.
- Parents would welcome seating and social spaces, or potentially gym equipment alongside play areas.
- Need for equipment for all ages, conservations around the need for boundaries and fences is some places, with flexibility in others
- Play facilities could have outdoor sustainability as a part of the educational elements.
- Sensory, barefoot and water play suggested
- Natural materials, willow structures and imaginative play equipment as well as conventional play equipment (swings, slides etc) desired.

#### Multi-use games area / sports pitch:

- The current sports pitch feels very caged up and enclosed according to most residents, however young people claim it still doesn't stop them getting in when it's shut, or balls flying out when they play!
- In our sessions we discussed the possibility of an sports pitch on a rooftop.
- If this is the case they need to feel safe, accessible with surveillance/ supervision as this could lead to bullying or anti-social behaviour.



### Key considerations continued

#### Randolph Beresford

Conversations about the re-provision of the nursery were largely held with their staff, governors and the education department as there are different considerations to other public community spaces and services.

Historically they have been integral to the operation of spaces like the Adventure Playground and family annexe and are used to sharing space and working with others.

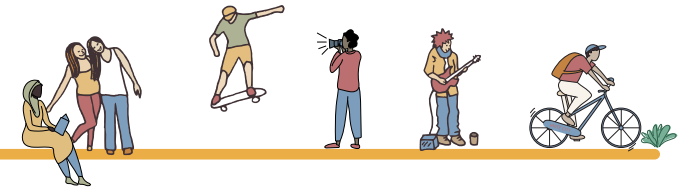
If the nursery is integrated in the north of the site the team will need to carefully consider how provision for local families with young children are delivered in partnership with them. This is especially important considering the possibility certain shared spaces within their footprint.

There is an opportunity through the process and meanwhile use during phasing to build new connections and relationships between all stakeholders who work with children and young people.

#### Children's services 'hub model'

From our conversations with the H&F family services team there is an opportunity for this scheme to pioneer and embody their future plans for working more flexibly and efficiently. Spending less on rent of large spaces would allow funding to go on services. Being co-located with other services that people access was seen as a valuable opportunity to reach people in need.

## 5.4 Feedback on (re)provision: Spaces for young people



### Youth provision

Youth provision is a top priority on White City Estate - and was the highest rated requirement in our survey. Historically the adventure playground used to be somewhere older children and young adults could go, play, and learn to take risks safely. Currently the Harrow Youth Club run sessions out of the Adventure Cafe.

#### Indoor provision for young people

Local young people told us they would like to see a youth club space which had:

- Play areas for table tennis, playing pool, separate boxing area and other indoor activities like quiet spaces for homework clubs.
- Music rooms, music studios and TV rooms were popular ideas.
- A priority for them was spaces being social, accessible and free/ affordable for them to use.
- Indoor provision would need to be considered in line with service user need, as well as the provision being offered at Ed City and a versatility to respond to differing needs of local young people.



#### Outdoor provision for young people

- Provision of open outdoor social spaces connected to the youth club would be welcomed, these spaces would need to feel safe.
- Outdoor gym/play equipment for different age groups.
- Improved basketball courts and multi-use play facilities that are well maintained and free to access. The idea of rooftop play was welcomed sparking various questions on accessibility, look and feel of the environment.
- Spaces to cook, have barbecues, or picnics were also suggested as things local young people would like to see.
- Some residents suggested the idea of skate parks that invite young adults to socialise in an active space.
- Cycling / BMX are very popular among the local young people we spoke to. Provision for cycle storage, racks and cycle hire facilities, or even a BMX track were suggested.
- There was also an interest in street art and there could be a possibility to collaborate with locals on meanwhile or temporary public art.



### Adventure playground

The re-provision of a brand new adventure playground was another top priority in our survey. The adventure is seen as an important part of the estates heritage and people would like to see it's services returned.

#### Bringing a loved local service back to life

- From our conversations with Randolph Beresford and the Play association a new premises would enable them to access funding to deliver more for the community.
- The play equipment should be accessible to people with different abilities.
- In addition to the respite care currently offered local people would welcome a return of mainstream play services at weekends, after-school and during the holidays.
- Supervision and facilitation from qualified play workers are essential to such a space.
- Seen as a valuable space for young people to receive mentoring and prevent them getting into trouble.
- The idea that this space could provide a route into employment from young users, learning play work skills and going on to work there was popular.
- People expressed a desire to have the space accessible as often as possible, pointing out that local young people are likely to access it out of hours regardless.
- Long term funding will be a key consideration. As will versatility of the space so that it can potentially be used by members of the public out of hours.



*"A new space would help us secure funding , at the moment it's very hard."*

*"The Adventure is a really important part of the estate's history - we need to keep a place like that for young people to have ownership and learn to take risks in a positive, safe place."*

### Key considerations continued

#### On-side Youth Zone @ Ed City

Coming in 2022 the youth zone will offer an array of after school, weekend and evening activities and opportunities for locals aged 8 -19, (or 25 with a disability.)

#### Proposed facilities will include:

- a climbing wall
- rooftop 3G pitch
- film and multimedia suite
- health and beauty room
- art and crafts room
- fully equipped gym
- open recreation space
- a four-court Sports Hall
- inclusion room
- a training kitchen
- enterprise mentoring room
- martial arts gym with boxing ring
- performing arts/ dance studio
- music room with recording studio

These facilities, adjacent to the White City Central site encompass everything and more in terms of what local young people told us they would like to see in a youth club in their area. However feedback from Children's Services and Harrow Youth Club indicate that some of the more at risk local teenagers might not want to/ be able to access the On Side facilities.

What is offered on White City Central needs to take this into account and build connections between the two community hubs both physically and in terms of local networks to promote what's on offer. Partnerships will be important. At risk young people must have somewhere to go whilst avoiding potential rivalries or tensions between spaces.



## 5.4 Feedback on (re)provision: Landscape and open spaces



The existing sense of openness, trees and greenery are highly valued by local residents. Bridget Joyce Square is particularly popular and the One World Garden is praised as a relaxing space of respite and reflection. Existing areas of planting, trees and open spaces should be retained where possible, or re-provided making the most of outdoor areas.

### Community gardens, planting and green space

- Community gardens were a very popular idea. Some residents suggested that a community garden could be the focal point for people to gather, learn and teach on the importance of food and other natural resources which could be linked with the teaching kitchen.
- Edible planting was also suggested as something that could be integrated into boundaries between areas as well as community gardens.
- There was also an appetite to explore additional benefit and uplift to existing communal courtyard spaces through the project.
- In addition to active planting spaces people would like to see planted garden areas for calm, respite and reflection.



### Outdoor gym equipment

The gym areas could be better by accommodating both families and women. Residents suggest that this could be achieved by creating well-lit and safer spaces.

A mix of gym, play and green routes could help discourage anti-social behaviour and bring in a diverse group of people. Along these routes it is also important to create space for socializing.



The equipment and area should be maintained and ensure safety for all weather conditions (e.g. anti-slip floors etc). Facilities for storage of gym equipment would help as many residents use their own equipment (weights etc). Currently the bin space is always full adding to littering and dog foul being left all around the gym space.

### Maintenance, refuse and access

Maintenance is a key consideration and designs and planting need to be robust, with maintenance plans considered. There is potential to foster locally led maintenance of planting in outdoor areas and this can be trialed in the next stages.

More recycling, refuse collection, composting facilities and other methods could aid residents into lowering their carbon footprint within the area and keeping the green spaces clean.



*"Maintenance is important - needs to look as beautiful as it was a year ago"*



### Key considerations continued

#### Highly valued existing spaces

Many of the outdoor (and indoor) spaces, were created/ sustained through local petitions and fundraising efforts. People are attached to these spaces because they have been involved in shaping them and making them special for the community. This needs to be respected and harnessed so that people feel familiarity and ownership of new spaces. This will be crucial to the success of these spaces being used and the atmosphere of the 'place' that this becomes.

#### Opportunities for co-design and re-purposing materials and plants

Landscape is an area where residents can have a lot of influence especially in public space that everyone uses. Co-designing aspects of any new landscape and potentially public art with residents, as well as re-using plants and materials from any spaces that are changed are possible ways of respecting the past, and making residents feel familiar with the new.

#### Outdoor education & partnerships

People are keen for change to educate people about nature and sustainability. Local SUDS changes popular. possibility to collaborate with Phoenix Farm and Imperial College to promote green and sustainability education within the area.

#### Surrounding Uplift

Can the scheme introduce community planting and or re-use planting and equipment elsewhere on the estate?

## 5.5 Feedback on: New homes for local people



This section summarises the feedback received in our New Homes workshop, as well as feedback from the advisory panel, the council's housing team and the council's allocations team.

We shared indicative examples of genuinely affordable housing based on London affordable rent data from 2019/2020 as residents were keen to understand what genuinely affordable meant.

There is now new advice based on social rent and new shared ownership models which we will update residents with in the next stage.

## 5.5 Feedback on new homes for local people



### The meaning of 'genuinely' affordable housing

Genuinely affordable housing, prioritised for local people was a top priority in our research and prior to this session we were receiving a lot of scepticism with people believing new homes would be unaffordable to local people.

#### Genuinely affordable rents

- Many attendees were reassured by the examples of affordable rental models - others would like more information about how these were calculated and ongoing updates.
- Rental costs will continue to be an important conversation for residents as even small rent increases can have a large impact.
- We anticipate that the new social rent levels which are much closer to council rent will be well received.
- Provide worked up examples of running costs to show how savings in running costs can balance any rental increase.
- Explore opportunities for phased rent increase.

#### Genuinely affordable ownership

- Explore models to prioritise those living on the estate who would like to buy
- Explore a range of shared ownership models that are flexible to the specific cultural needs of particular groups
- Consider removing barrier to shared ownership for existing residents, and the adult children of residents, for example deposit sizes

### A co-produced local lettings plan

- People appreciated information about the current housing need on the estate.
- Overall people welcomed the idea of local people in need being prioritised and felt this would avoid the creation of a divisions or resentment from existing residents.
- Some felt that the scheme should aim to rehouse as many local people in need as possible and that homes should be designed with those needs in mind.
- Others said that the number made them feel pressured towards higher density and that other considerations need to be balanced.

#### Housing Needs Assessment

- It was suggested that further assessment would need to be carried out to understand requirements of existing residents, including changing needs over time.
- Suggestion that this should be carried out by Council representatives known and trusted by residents so that the most accurate responses can be collected.
- It was also suggested to use the housing and allocations team to get participation from people on the waiting list who were in need of homes.

#### Secure tenancies

- The Local Lettings Plan should consider the duration of the tenancy to allow more security for residents similar to existing council tenancy.

### Tenant allocations should prioritise:

- Older people who are in blocks with no lift access.
- Residents who are currently overcrowded.
- Residents with additional needs whose current homes do not adequately meet these needs.
- Those with caring responsibilities in White City but do not currently live in the area.
- Existing secure tenants so that it frees up more homes owned by the council relieving the bottle neck.
- It should also consider those who are under-occupying in order to have knock benefits to the wider waiting list.

#### Incentivise swapping

- Clarify that residents will not be forced to move but can make the choice to.
- Introduce a home exchange programme for Council tenants early on so that those who wish to move can move.
- Consider opportunities to support those who are under-occupying for example support with redecorating and moving.



### Other priorities

Feedback also provided some design priorities for new homes:

#### Accessibility

- Include provision for older residents for example sheltered accommodation.
- Flexible home layouts that can adapt to changing needs of residents over time.
- Consider basing the number of new accessible homes on actual need within existing residents and new residents rather than the minimum requirement of 10% of new homes.
- Incorporate adaptations for residents who have specific requirements including wheelchair access, bathroom and kitchen adaptations.

#### Overcrowding

- Plan new homes with adequate kitchen, living and outdoor spaces as set out in the GLA's Housing Design Standards.
- Design in flexible spaces that accommodate space for home learning and working.
- Consider designing size of homes that respond to local needs i.e 2-3 bedroom homes, as well as smaller units that would appeal to under-occupiers.

## 5.6 Feedback on: Architectural approaches and considerations



This section summarises the feedback received about key considerations and approaches that the design team shared with the community.

We tried to give residents an understanding of the thinking and policies behind some of these different approaches so that they had all the information needed in order to give meaningful feedback.

## 5.6i Density, site approaches & meeting the housing need



In our New Homes workshop and our Stage 1 exhibition we shared key considerations about density and approaches to meeting the housing need. Most attendees were in favour of a scheme meeting the local housing need as long as there is a re-provision of community facilities and adequate green open spaces. Whilst some had concerns about the impact of change others passionately endorsed the provision of new genuinely affordable local homes.

### Medium density

We looked at how different approaches to density could work on site.

- Medium density - with open courtyards and edge heights between 5-7 storeys received the most positive feedback as it would best meet the housing need, and maximise the other aims of the project.
- Low density was seen as not delivering sufficient homes.
- High density, with taller buildings, closed courtyards and tighter street patterns were seen as too imposing and potentially having a negative impact on public realm and sense of openness.

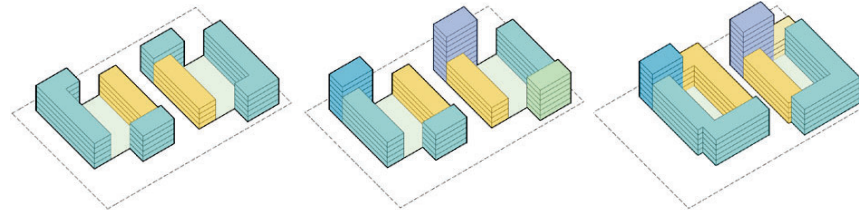
### Site approaches

- Some questioned if the three site option could extend to include the outdoor gym. Once we have detailed information regarding the viability we will be able to have meaningful conversations about other configurations of plots being included or excluded and the impact it could have on the wider scheme.
- In the next stages people are keen to see the size of the nursery with the "Whole Site" option and its proximity/ connection to all other buildings.

### Point heights to meet the housing need

The idea of adding point heights that were taller than the surrounding buildings was understood or accepted as potentially necessary from a viability perspective. Examples were shown with a central tower, and point heights around the edges.

- People felt that a central tower would significantly change the landscape and views across the estate as well as create shadows on central areas.
- People preferred the idea of distributing more homes around the edges in order to maximise the number of affordable homes and create a sense of openness.
- Attendees liked staggered heights as they stopped buildings feeling too imposing.



Low density

Medium density

Medium -high



*"I'm concerned about a tall building in the middle."*

*I worry it will make the space dark and feel overcrowded."*



### Key considerations continued

#### Avoiding a sense of 'us and them'

A key underlying thread in the feedback we have received is taking existing residents perception of being and feeling welcome in any new spaces

Open residential courtyards that form part of the landscape and are accessible to the public would be welcomed as people fear that closed off spaces might create and 'us and them' feeling.

Balancing open access courtyards and public space with semi private, resident only spaces will be important.

#### Impact on neighbouring buildings

New designs will need to consider how they relate to existing buildings and minimise any negative impact on privacy, sunlight and daylight. It will be important to share studies with residents so that they can fully understand them.

#### During construction

Impact of construction on parking and access, noise, dust and mess is also a something that will need to be carefully considered and communicated.

#### Impact on the environment

Many residents are keen to know more about the environmental and sustainability considerations and opportunities within the project. Being able to communicate about some of the Council's strong commitments to this will be positively received.



## 5.6ii Centralised community provision

In our Community Vision workshop and Initial ideas exhibition we shared different possibilities for approaching re-provision of community spaces. We also discussed how these different approaches would affect viability on the scheme.

### Clustered, distinct and linked

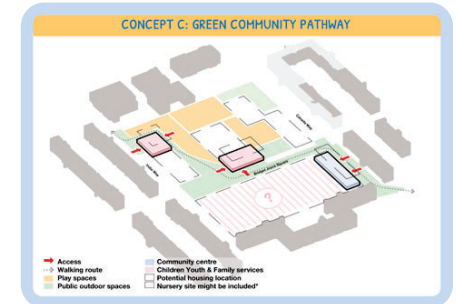
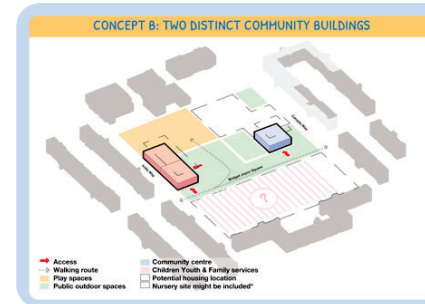
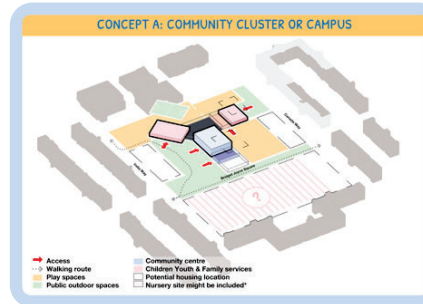
We looked at three different approaches to rethinking community spaces on site in order to allow for housing to be built.

- **Community Cluster:** This approach received the most positive feedback in our early sessions, although some were concerned about a loss of identity and the complexities of shared space. Some felt it was positive to have a one-stop-shop where it would be easy to access and know what is going on. This approach also performed best from a viability perspective as shared utilities allow for more affordable spaces and this would be welcomed by many of our operators.
- **Two distinct buildings:** received fewest comments and was seen as not creating a shared sense of community.
- **Community Pathway:** Some positive feedback around the permeable nature of this concept and the idea of multiple entrances and identities. When discussed people understood that this didn't perform as well in terms of viability or practical sustainability.

### Community space in context

We recapped on the centralised community provision approach in our Stage 1 exhibition in the context of how it becomes possible to create enough housing and re-provide futureproofed services.

- On the whole people were open to the idea and could see the potential benefits. Considerations of noise pollution between multiple users, having multiple entrances to maintain different identities.
- Positive about having community spaces in a central zone making it more inclusive and inviting to residents and other members of the community.
- Ownership by community groups, or other organizations needs to be considered to ensure functionality and use of spaces like cafes, teaching kitchen, training and workshop spaces.

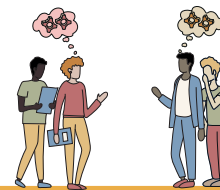


*"I like the idea of a one-stop-shop or hub with a cafe that feels like a real meeting point for people to come together."*

*"It would be great if it were connected or near to outdoor play space so that parents would have somewhere social to go."*

*"If spaces and services come together it will be really important that different organisations can retain their identity and not disturb each other."*

*"Please consider separate entrances and soundproofing to help with this"*



## 5.6iii Playable Landscape

In our Landscape and Play workshop and Stage 1 exhibition we discussed key considerations for creating new outdoor spaces as part of the scheme.

### Playable landscape

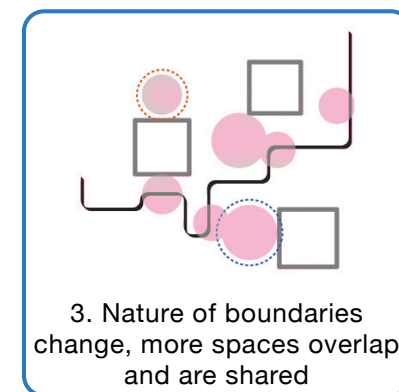
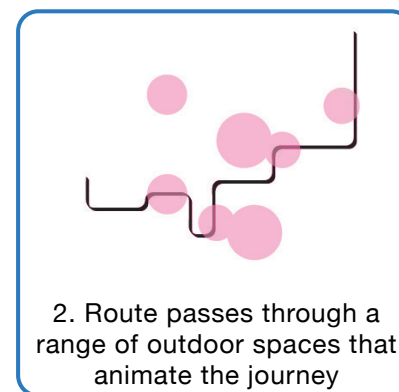
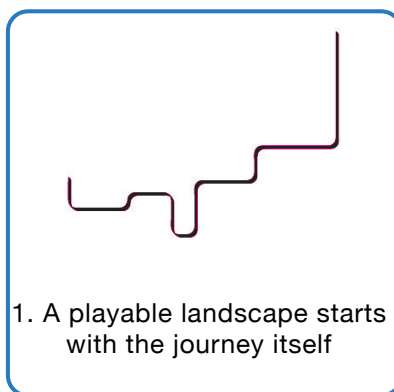
- Very positive feedback about incorporating play into all aspects of the outdoor spaces and seeing the open space as a playable landscape.
- Some felt that this was going to be a key thing that will make people feel welcome in new spaces and encourage people to explore.
- Residents would like to see sensory gardens, sensory routes or sensory space that would appeal to different people and be accessible to all.
- Suggestions to explore possibilities of minimal interventions that offer a high play value e.g. boulders, fountains, play mounds and tunnels.
- Diverse and flexible social spaces that brings different communities together encouraging pause points and pockets of space that allow people to interact with each other. These spaces should be inclusive and not owned by particular groups or organisations.
- Suggestions to consider some equipment which allows quick engagement in order to avoid delaying parents trying to get to local schools in a hurry.
- Important to consider ground floor residents if play in green space between blocks.

### Creative approach to boundaries and routes

- Some spaces may require boundaries to ensure children are safe however, these boundaries could be more playful and creative
- Existing high fences could be replaced with: green planting, artworks that reflecting the history of White City, interactive boundaries.
- Suggestions to focus on creating open and accessible spaces across the estate, remove or minimise boundaries so that you can move from one space to another and avoid creating conflict over what space belongs to which group

### Making the most of all outdoor spaces including rooftops

- Many participants seemed positive about the idea of making rooftops usable by the community
- Rooftop gardening, play or a sports pitch, were popular ideas however there were questions raised around the cost and accessibility and safety. Management/ supervision of these spaces will need to be considered.



*"I'd be in favour of a radical restructuring with this (playable landscape and refreshed outdoor spaces) being a guiding principle."*

*"I like the approach - at the moment everything is very rigid and unloved. I love the idea of ordinary objects becoming exciting and magical."*

## 5.7 Feedback on: The community brief

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At our February Exhibition we presented a draft community brief based on all of the feedback received in surveys and workshops.

In our online exhibition the points were endorsed by those who attended and we are getting additional feedback from the community.

They reflect local priorities and the teams commitments at this stage and will be added to throughout the process.

This next section shares the brief and the feedback we received on it during the exhibition



## 5.7 The community brief



### Working with and for the community

- These priorities were based on how the resident advisory panel told us they wanted us to work with them and were well received by attendees.
- Some said that this process felt genuine, that they were being listened to and appreciated being taken through things step by step.
- In the next stages we want to keep improving on how we work with you and get more people involved in shaping the project.



### New homes for local people

- Commitments to genuinely affordable local homes were welcomed. We will discuss tenancies and examples of the Mayor of London's new 'Social Rent' in the spring.
- Attendees also supported the co-production of a local lettings plan, suggested ways of reaching and reassuring people with different kinds of housing need including those who are under-occupying.



### Celebrating and future-proofing community space

- Many were reassured by the idea of improvements being made to certain services - especially the adventure playground and the idea of a new space for the One o'clock club.
- Maintenance and ongoing costs were key considerations as was the idea of building relationships, creating jobs and training opportunities for local young people.
- People want new facilities to meet the needs of a diverse community. Need to make sure that the spaces are welcoming and easily visible from the outside, connecting with public outdoor areas and routes that are interactive.



### 1. Co-production throughout

Co-production is a practice where residents are involved in the creation of policies, services, and decision making in strong partnerships with the council. The council are committed to work with as many local people as possible throughout the project to make sure it is inclusive and co-produced.

### 2. Clarity and honesty

Be transparent about the direction that the project is heading in and how and why decisions are made.

### 3. Checking back with residents

We will gather feedback, and make changes to make sure we've got it right and avoid surprises. The council will not proceed to a planning application without positive feedback from the community on the scheme.

### 4. Make the project itself benefit existing residents

Create employment and work experience opportunities for residents wherever possible and offer activities that benefit local residents in the process.

### 5. Build homes that local people can genuinely afford

At least 50% of new homes built will be genuinely affordable for local people to rent or buy. This is a commitment from the council and a requirement of how we access funding from the Mayor.

### 6. Prioritise and respond to local housing needs

The council are committed to creating a local lettings policy with you to make sure that local residents with housing need have priority for new housing.

### 7. Local management = Inclusive, local and welcoming places

Work with local organisations to make sure that community provision is welcoming, affordable and accessible for all ages, abilities and backgrounds and that it is easy for services to share space where needed.

### 8. Improving, not losing, what you have and love

We are aiming to re-provide all in use facilities and services. New spaces with lower maintenance costs, better and more accessible facilities will allow these services to thrive, in spaces tailored to their and your needs.

### 9. Consider the whole picture to give everyone in your community the things you need

Take into account other exciting changes happening such as Ed City where there will be extensive activities for young people available in their 'Onside Youth Zone'. Coming in late 2022 find out more at: [www.edcity.org.uk](http://www.edcity.org.uk)

## 5.7 The community brief continued



### Even better landscape and play spaces

- People were positive about the idea of a playable landscape, and the prospect of new, improved, co-produced public play areas and planting.
- Priority was given to there being enough flexible use open spaces in relation to new homes to nurture residents health and wellbeing.
- Maintenance is key for the new playable landscape. Making robust, low maintenance design choices, led by local knowledge and experience to establish a strong sense of ownership and shared responsibility.
- Additional priorities: included promoting healthy and happy routes that encourage walking and cycling. Edible planting, play on the way and safe playable elements instead of fences wherever possible. Sensory planting and accessible spaces for people of all ages and abilities to enjoy, come together and share.



### Architecture, design & sustainability

- People are keen to see more examples of the kinds of buildings that might be built locally. We will be looking in detail at how new buildings can reflect the architecture and identity of the existing estate in order to create somewhere that isn't jarring or disconnected from its surroundings or heritage.
- People want a scheme that benefits both the environment and local people. We will discuss how new building methods, materials and technology can do this in the next stage.
- Parking/ Traffic studies will be done once we are out of lockdown. We will discuss parking strategy in the spring. Considerations about construction and steps to reduce potential disruption will also be discussed at later stages.



### 10. Create beautiful public spaces and routes that are safe, social, maintained and easy for everyone to access and navigate:

Better wayfinding, connectivity and accessibility. Enable safe outdoor socialising for use in all weathers. Few fences and more creative boundaries where possible and safe.

### 11. Provide new & improved play areas and equipment to meet the needs of all ages and abilities

Playable landscape - walls, benches and paths become joyful and playful interventions including new outdoor gym and adventure play equipment. Making the most of all outdoor areas - opportunity to use rooftops and extend beyond site.

### 12. Bring people of all ages and abilities closer to nature and wildlife. Educate people about sustainability and biodiversity where possible

At least 50% of new homes built will be genuinely affordable for local people to rent or buy. This is a commitment from the council and a requirement of how we access funding from the Mayor.

### 13. Density (amount and size) of buildings should be sensitive and well balanced

In our housing workshop many of you told us that a medium density approach felt most appropriate for the site as it gives the right balance of genuinely affordable homes and enough funds to re-provide community spaces.

### 14. Buildings should be attractive, modern, high quality, and safe

We will use brick and other natural and sustainable materials wherever possible. In the next stage we will work closely with you to understand what types of materials and character of buildings you prefer and co-produce designs with you.

### 15. Make the scheme as environmentally sustainable as possible

The Council are committed to Net Carbon Zero by 2030. We will aim to reuse, salvage or recycle building and plant materials from any demolished buildings. New buildings will be state of the art, flexible and adaptable to meet needs now and in the future.

### 16. Practical Sustainability - More affordable, lower maintenance, long lasting spaces

Designing homes community spaces with centralised, shared utilities reduces construction, running and maintenance costs as well as environmental impact. This makes the scheme and local services more affordable.

## 5.8 Feedback from: Randolph Beresford Nursery

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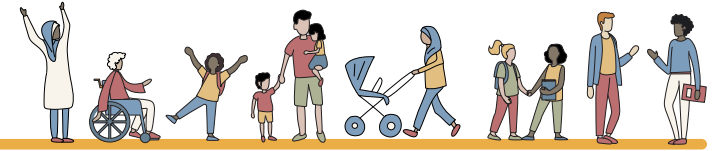
Randolph Beresford are a key stakeholder as they own, manage or operate three of the largest facilities currently in use on the site: Nursery, Family Annexe and Adventure Playground.

We were lucky enough to have a site visit and initial meeting with their senior management team and two follow up virtual meetings, as well as 2 meeting with the Governors and H&F Children and Education Services.

We also shared a paper and digital feedback form in order to get staff feedback.

Going forward the nursery will work with a Client Design Advisor to refine the brief and create a nursery that meets their needs and aspirations.

## 5.8 Working with Randolph Beresford



### Overview and summary:

#### Randolf Beresford Early Years Centre:

Outstanding maintained nursery with Forest school curriculum. Nearly 50% of pupils have additional needs or learning difficulties.

**Community views:** Based on our conversations with local residents on our walk about, meet the team events, pop ups and through online feedback. it's clear that it's seen as a great local asset, and well loved by staff and the community.

People are proud of it and see its ethos as part of what makes the area great. Forest school curriculum is really important. They are more than just a nursery and have a significant hand in other highly valued communal spaces for children and young people such as the Adventure Playground and Family Annexe.

*"The best things about the nursery are the location, size and make up of the outdoor space dedicated to providing quality access to the outdoors for children who live in inner-city flats with no gardens and the amazing, experienced and qualified staff."*

**Stakeholder Views:** From our meetings with the nursery and their governors, they are open to being involved in the project, even if it means moving site.

They can see that a new nursery space could benefit them in terms of reducing maintenance costs and providing a high quality care and learning environment designed to their specifications prioritising interconnectivity, SEN provision and outdoor connection.

They also support progress and improvements for the local community as a whole in public play space, community spaces and genuinely affordable housing.

Their key deal breakers are the amount and quality of outdoor space as forest curriculum is central to their ethos. Having connections to the wider community in terms of the other services they offer is also key to their buy-in to the scheme.

Concerns were expressed about overlooking in terms of privacy and safeguarding of the nursery and the potential impact on sunlight and daylight that surrounding buildings might have on the play area and impact on planting.



*"At RB children are safe to learn, be free, be children"*

*"Forest school isn't just a curriculum - it is an ethos and style of working with children that has taken time to embed, maintain and develop."*



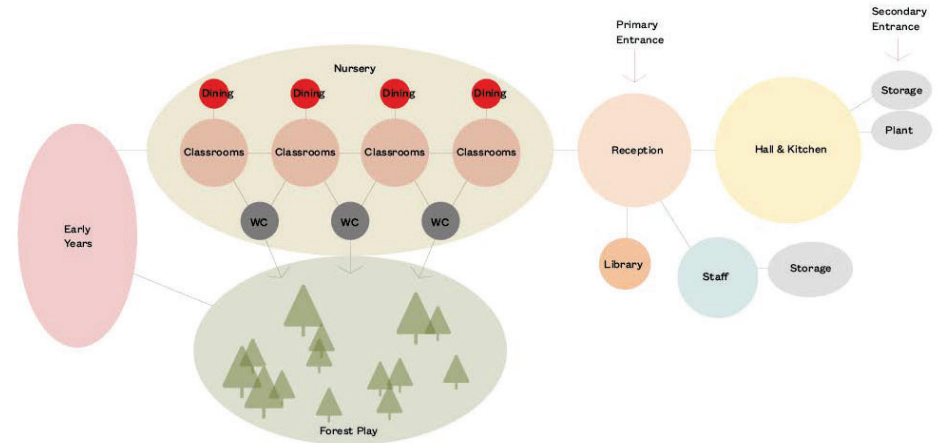


## The Nursery Brief: Build the space around the ethos and values

The nursery and early years centre should be a vital and integrated part of meeting the needs of children and families in the community. Where possible the new nursery should enable and build on strong connections with other local facilities and services. Creating a hub for families that is welcoming, affordable and accessible and meets needs all year round.

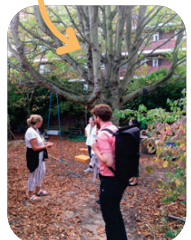
Enable a natural environment that is welcoming, safe and exciting for children of all abilities to learn in.

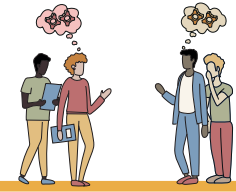
- The entrance needs to be open and welcoming.
- Learning environments should be flexible, permeable, and child friendly.
- Stay and Play space where parents can enjoy some play time with their children.
- Toilets need to be easily and independently accessible from the outside areas.
- Different groups of children need to have separate eating and kitchen spaces.
- Dedicated space for staff to work, rest and prepare.
- Dedicated sensory areas inside and out that help all children learn, especially those with additional needs.
- Include smaller, dedicated private spaces for meeting with parents, and various therapists and external people offering support to families.
- A larger flexible hall space that can be used to deliver training, meetings and community events.
- Improved ICT and technology facilities.
- The building needs to be energy efficient and future-proofed in terms of servicing and running costs.

[illegible]

**What their ideal space would be like and the opportunities that change could bring**

**They also showed us their amazing Forest school outdoor learning area**





## 5.8ii Feedback on the approaches to redevelopment

In our meetings with both senior management and Governors we discussed approaches to redevelopment and how they would effect the nursery.

Whatever happens with the scheme the nursery will be affected as they are a key stakeholder. We initially shared three scenarios: No change, a new nursery in the same location (involving decant), and a new nursery in the north of the site.

The nursery were not keen on the decant option and it has subsequently not been shown to be possible owing to expense and program implication. In our follow up meeting we went on to progress high level spatial estimates and example plans of how the nursery could work in the north of the site alongside the wider possibilities for development.

An early concern was the amount of indoor and especially outdoor space that could be provided. We were able to show that the amount of internal dedicated space could be the same with the addition of a shared hall.

The external space would overall be equal to what the nursery have now, with 60% an increase from 20% in forest space. There would be some spaces that would be dedicated to the nursery during opening hours but shared outside of that time.

This was broadly welcomed - some concerns but not opposition around maintenance and safety of shared spaces were raised and relationship management will need to be carefully considered going forward.

There were also concerns expressed regarding storey heights and housing being above parts of the new nursery. Key concerns were privacy, safeguarding and daylight sunlight impact on forest planting.

In the next stages we will need to continue to work closely with the nursery and their client design advisor to understand how we can deliver the best possible design that meets the needs of providing much needed new housing as well as creating an outstanding space that the nursery are happy with and where children are "safe to learn, be free and be children."

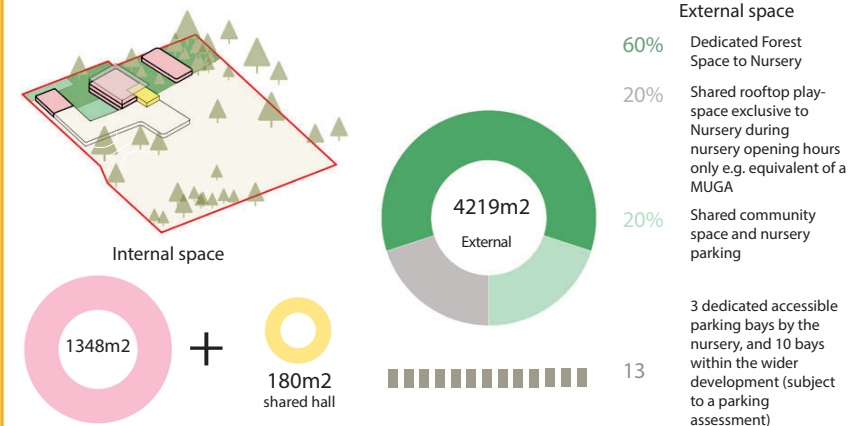
*"This is an amazing opportunity to redevelop a provision for the children on White City."*

*"We are all on board with that, we just need to protect certain interests and priorities as we go forward."*



### What you could expect from a new nursery

Option 2: New nursery building to the north \*This is an indicative proposal only. All areas are subject to change following advice from Childrens Services in terms of viability, capacity and any uplift from increase in residents to the central area



## 6. Key impacts

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White City Central - Community & stakeholder engagement Stage 1 report | March 2021

Through this collaborative approach we successfully dispelled myths about the project and improved relationships and trust with residents, as well as achieving a strong local awareness and participation in the project under challenging circumstances.

Residents were given information on key considerations around density, viability and council policy, and we received feedback on all.

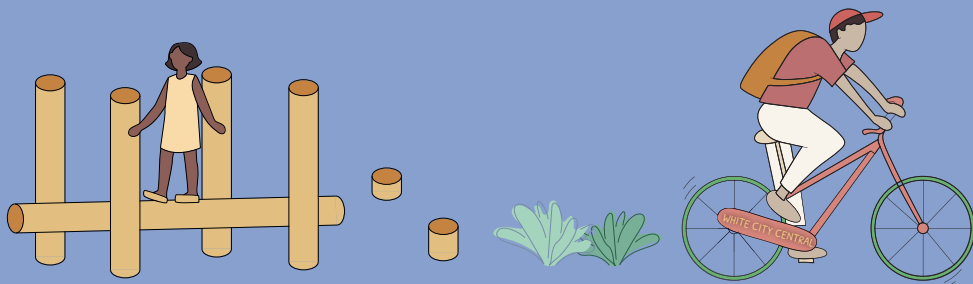
Working closely with key stakeholders including Randolph Beresford Nursery and Governors, we achieved initial buy in and positive participation.

An endorsed community brief was co-produced with local people, with emerging support for development on the site, and we fostered relationships with key local stewards who will be vital to the ongoing success of the project.

We created social value by employing one resident full time, utilising local services for delivery and translation, and generating donations to the local Christmas gift drive from across the team.

# 7. Next steps

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As we move into the next stages we look forward to co-producing designs with the community in the run up to a planning application.

We intend to do more to bring the community, key stakeholders and operators together in order to create something that is workable and meets everyone's needs.

We want to do as much as we can in the next stage to make things feel real and exciting for local people to be a part of.



## 7.1 Next steps and engagement activities



### Themes and topics that we want to cover

We will aim to co-produce elements within all of these so that people can recognise their input into the scheme.

We will maximise areas where people can have most influence and visible impacts.

- Meanwhile use and phasing
- Building heights and massing
- Landscape and streetscape
- Community facilities & shared spaces
- Play and adventure play
- Identity and materiality
- Public art and way-finding

### Creative engagement ideas co-produced with the Resident Advisory Panel

Green notice boards (community planters with notice boards in promoting project) opportunity to co-design planters with local youth group.

- Green infrastructure audit and walkabout
- Feedback stations around the estate
- Collaborating with local radio/ podcasts
- Shared pinterest boards to show how different aspects of the project could look.



Testing ideas



Community garden



Physical models

### Tools and activities

We intend to make the most of face to face activities as restrictions lift in order to get people involved in tangible, tactile shared activities that will expand our reach and encourage positive participation.

- On- site pop-ups and tag-ons
- In person and virtual study trips
- Physical models for workshops and exhibitions
- A welcoming project hub within a vacant space
- Targeted co-design workshops with different audiences (schools, youth, special interest groups)
- Celebration days that double as exhibitions and test ideas for meanwhile use.
- We will continue to use digital methods where needed in order to extend reach.



Pop-up play



Study trips



Celebration events

## 7.2 Timeline going forward



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### April



#### Update on parameters

- Site approach and boundary
- Genuinely affordable requirements
- Creating operators working group
- Awareness raising, extending reach

### May



#### Co-designing streetscapes

- Existing green space & tree audit
- Routes & connectivity
- Heights & massing
- Landscape & character - planting, surfacing

### June



#### Community space in context

- Understanding re-provision in context
- Shared space
- Character & identity
- Adjacencies inside & out
- Focus on Inclusivity
- Meanwhile use ideas

### Summer



#### Celebration & play

- Co-designing playspace
- Testing ideas
- Exhibition /Summer feight
- Adventure play study trip

### Autumn



#### Refining design prep for planning

- Detail on interiors
- Detail on access and movement
- Detail on Community space
- Feedback on designs ahead of planning
- Service design
- Meanwhile and phasing strategies

### Winter



#### Planning application

- Final exhibition ahead of planning application.
- Steering group review of feedback and final reports.

# Thank you

hello@make-good.com



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[schoolsassets.EFACAPITAL@education.gov.uk](mailto:schoolsassets.EFACAPITAL@education.gov.uk)

Refs: LT-2716 and LT-2717  
30 March 2021

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By email only: [Daryle.Mathurin@lbhf.gov.uk](mailto:Daryle.Mathurin@lbhf.gov.uk)

**THIS LETTER REPLACES THAT DATED 6 MAY 2020**

Dear Ms Mathurin

**Application for consent to the Secretary of State for Education of a disposal or appropriation of school land including playing field land under Schedule 1, Part 1 of the Academies Act 2010 and to dispose of and change the use of school playing field land under s77(1) and s77(3), School Standards and Framework Act, 1998**

**ARK Swift Academy, Australia Road, London W12 7PT ("the school")**

Thank you for your applications seeking consent to dispose of or appropriate and change the use of school playing field land at the school, which comprises part of the council's registered freehold title number NGL633385. The land concerned is shown edged red on the plans at Annex 1 and Annex 2 to this letter.

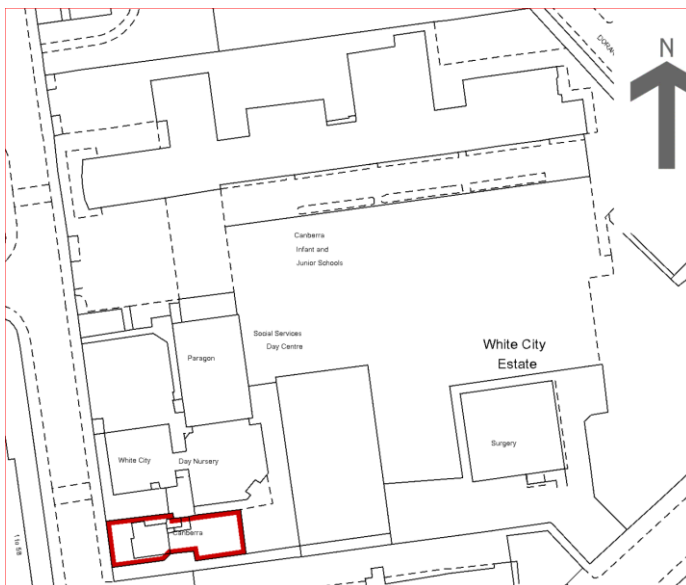
This letter confirms that the Secretary of State does not intend to make a direction in relation to the land under Schedule 1, Part 1 of the Academies Act 2010 and that consent to the disposal or appropriation and change of use has been granted under s77(1) and s77(3) of the School Standards and Framework Act 1998 subject to the conditions listed at Annex 3 to this letter including the grant of new leases to the academy trust of the land as shown on the plans at Annex 4 and Annex 5, the provision of off-site playing field land as shown on the plan at Annex 6 and to the council confirming acceptance of these conditions and confirming it will comply with them by returning a signed acknowledgement in the form of the letter at Annex 7 on



**Annex 1** plan of land to be disposed of or appropriated (registered under leasehold title BGL100326 (main academy site shown outlined red))



**Annex 2** plan of land to be disposed of or appropriated (registered under leasehold title BGL100325 (former caretaker's house shown outlined red))



### **Annex 3 Conditions of consent**

1. Hammersmith and Fulham (“the council”) is to grant a new 125-year lease to ARK Schools of the areas shown outlined red on the plans at Annex 4(i) – 4(iii) “the School Head Lease” and as shown outlined red on the plans at Annex 5(i) to 5(iii) ( “the Youth Zone Head Lease” on the terms set out in letter of even date to ARK Schools;
2. the council is to ensure that the roof top playspace on the youth zone building is to be a suitable specification including a surrounding wall and netting and at all times provides a safe play area for primary school-aged children;
3. the School Head Lease and the Youth Zone Head Lease between the council and ARK Schools (“the academy trust”) shall not contain any obligation for the academy trust or ARK Swift Academy (“the school”) to make any payments under any service charge other than for utilities directly used or consumed by the school and building repairs and maintenance for the benefit of the school or youth zone and limited to those considered necessary to the tenants’ obligations under the terms of the head leases, and which are to be on a fair and proportionate basis and for the academy trust to have the right to be settled by arbitration by reference to the President for the time being of the Royal Institution of Chartered Surveyors;
4. should the council cease to provide nursery services from the nursery facilities or cease to sub-let these to another provider of nursery facilities (whose purpose is to provide low cost nursery spaces for local residents), for a continuous period of more than six months (“the nursery service failure period”) the academy trust is to have the first right to a lease of these facilities on similar terms as would be granted by a council to a not-for-profit provider of nursery facilities at the relevant time;
5. the council is to make no less than 10% (at least 3 flats) of the intermediate rented housing units available to teaching staff at schools within the borough at all times;
6. the council is to confirm to DfE in writing that Phase 1 of the EdCity development (to include the school, Youth Zone and all infrastructure necessary for their normal operational needs) is fully-funded before accepting the surrender of the current school leases from the academy trust;
7. the council is to confirm to DfE in writing that in the event of any failure of EdCity Development Ltd or its funders to complete Phase 1 (including the school, youth zone and all infrastructure necessary for their normal operational needs) within 4 years of this consent, it will exercise its step in rights, to complete Phase 1; or it will re-grant a new standard DfE 125-year academy lease of the existing school (to the current lease plans) having

reinstated the buildings and external areas to their current designs such that the school benefits from equivalent or better facilities than it currently enjoys;

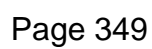
8. the council will secure for the benefit of the school, for the 125-year duration of the head leases to the academy trust of the school and youth zone, the use of additional off-site external playing field land area within 2 years of the completion of the new school and as shown on the plan at Annex 6 totalling not less than 2,300 m<sup>2</sup> of any of the types described in BB103. The school is to have exclusive use of these off-site external playing field land area/s at no cost during all school hours during school term time ("the School Off-site Playing Field Land") The council may provide an alternative equivalent area of land, with equivalent or better facilities, within 10 minutes' safe walking distance of the existing school subject to the Secretary of State's consent. In the event that the school does not, from time-to-time, want the use of the School Off-site Playing Field land , the council is to offer the area for play to any primary school within ½ mile of the existing school at no cost during all school hours. The council is to report to DfE promptly on the provision and use of the space if required;
9. to make not less than 10,000ft<sup>2</sup> of office accommodation available to the academy trust running the school at no more than 80% of its market rental value ending on the earlier of 25 years from the new lease commencement date of the school and the date on which EdCity Office disposes of the whole of its interest in the office building to a non-related party, including disposal by or to a mortgagee (subject to payment of the overage referred to in paragraph 10 below if payable at that time) and in the event that the academy trust running the school does not want this office accommodation, it is to be made available for other trusts running schools in the council area on the same terms; and

**ARK conditions (or any subsidiary company/special purpose vehicle)**

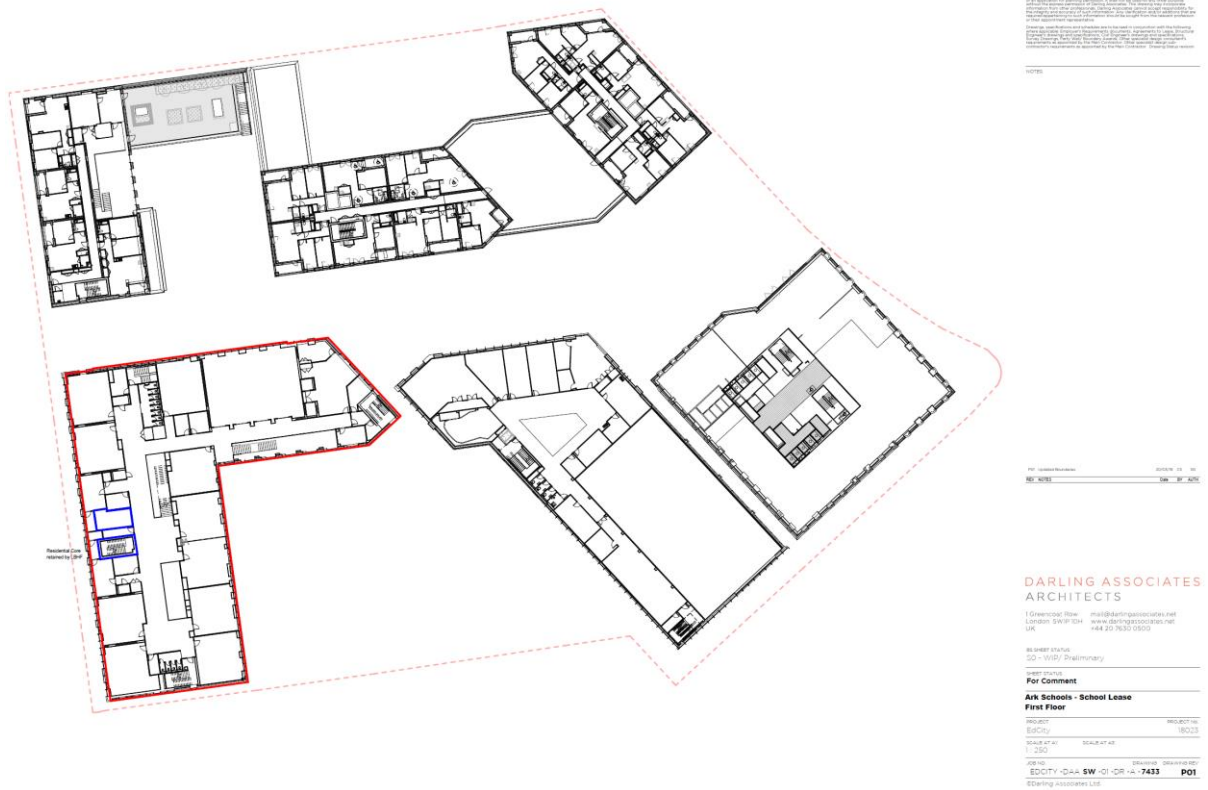
10. to pay the academy trust operating the school £3 million (three million pounds) excluding VAT, in the event that the leasehold interest is transferred to a non-related party within 10 years of the commencement date of the new School head lease. This obligation is to be reflected on the current leasehold title by way of a restriction registered at the Land Registry. In the event of any dispute, the academy trust is to submit this to arbitration to settle by reference to a Registered Valuer appointed by the President of the time being of the Royal Institution of Chartered Surveyors or Chartered Institute of Arbitrators and ARK and any subsidiary or company or receiver owning the property at that time is to provide all such information as required by the arbitrator, including any contractual and other information whether or not protected by copyright or other protections.



**Annex 4(i)** New school site (School Head Lease – ground floor plan shown outlined red)



**Annex 4(ii)** New school site (School Head Lease - first floor plan shown outlined red).



[illegible]

JOB NO. DRAWING DRAWING REV  
BDCITY-DAA-SW-02-DR-A-7434 P01



This architectural floor plan shows a complex of several interconnected buildings. A red dashed line outlines a specific area within the complex, which includes a large central hall and several smaller rooms. The plan also shows other buildings with various internal layouts, including rooms, corridors, and stairwells. The overall layout is irregular, with buildings of different shapes and sizes.

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NOTES

File Location/Description	Size/Type	MD5
REV_00102	200 BY	4079

1 Greencoat Row  
London SW1P 1CH  
UK  
mail@darlingassociates.net  
www.darlingassociates.net  
+44 20 7630 0500

BL SHEET STATUS  
CO - WIP/ Preliminary

**For Comment**

Ark Schools - Youth Zone Headlease  
Second Floor

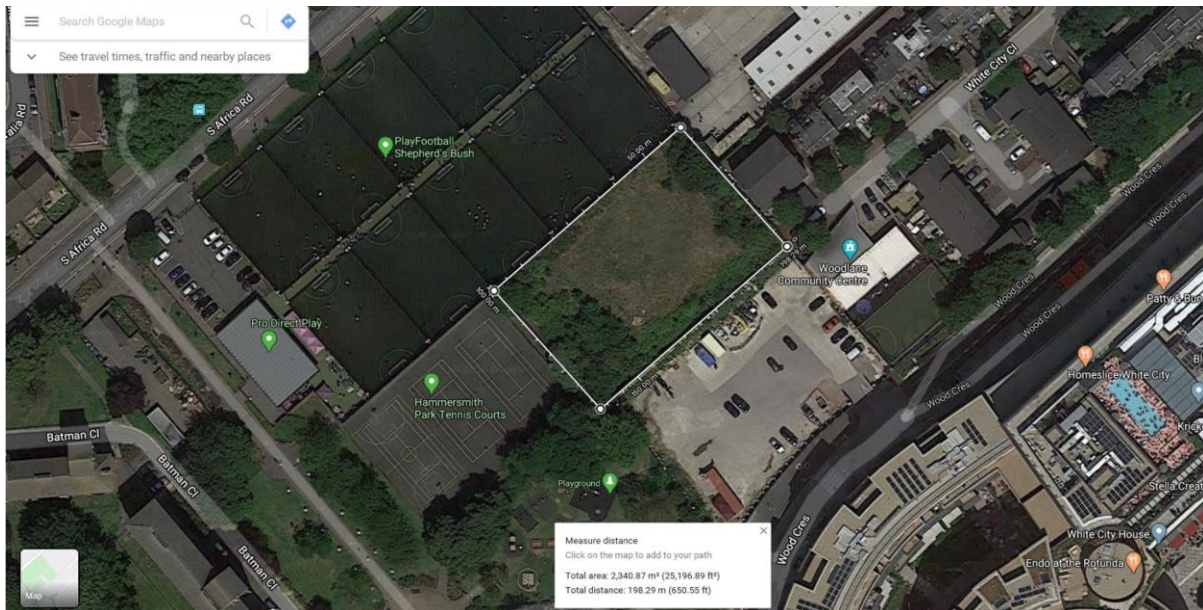
PROJECT	PROJECT No.
EdCity	18023

SCALE AT A1: SCALE AT A2:  
1:250

JOB NO. DRAWING NO. REV.  
EDCITY-DAA SW-02-DR-A-7434 P01

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**Annex 6** Plan of the “school off-site playing field land” shown outlined white to be provided at no cost during all school hours to ARK Swift Primary Academy or offered for use by other primary schools within ½ mile of the school at no cost during all school hours.



## Annex 7 – form of acknowledgement letter

*[to be printed on applicant's letterhead]*

Department for Education  
Sanctuary Buildings  
Great Smith Street  
London SW1P 3BT

[ ] 2021

Dear Sirs

**Acceptance of conditions of the consent of the Secretary of State for Education to a disposal or appropriation of school land including playing field land under Schedule 1, Part 1 of the Academies Act 2010 and to dispose of and change the use of school playing field land under s77(1) and s77(3), School Standards and Framework Act, 1998**

**LT-2716 and LT-2717 ARK Swift Primary Academy, Australia Road, Shepherd's Bush, London W12 7PT ("the school")**

I confirm the council's acceptance of the conditions of consent set out in the Department's letter dated 30 March 2021, a copy of which is attached to this letter, and confirm that the council will comply with those conditions.

Yours faithfully

..... (name)

Chief Executive/Section 151 Office/Monitoring Office/Director of Children's Services

and, in respect of the ARK conditions

..... (name)

Chief Executive  
ARK





## 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 Authority hereby gives notice of Key Decisions which the Cabinet, Cabinet Members or Chief Officers intend to consider. The list may change from the date of publication as further items may be entered.

## NOTICE OF THE INTENTION TO CONDUCT BUSINESS IN PRIVATE

The Authority also hereby gives notice in accordance with paragraph 5 of the above Regulations that it may meet in private to consider Key Decisions going to a Cabinet meeting which may contain confidential or exempt information.

Reports relating to Cabinet key decisions which may be considered in private are indicated in the list of Cabinet 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 Cabinet decision should instead be made in the public at the Cabinet meeting. If you want to make such representations, please e-mail Katia Neale on [katia.neale@lbhf.gov.uk](mailto:katia.neale@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 THE AUTHORITY FROM JUNE 2021 UNTIL JANUARY 2022

The following is a list of Key Decisions which the Authority proposes to take from June 2021. The list may change over the next few weeks.

**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 £300,000) 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 affecting the budget and policy framework set by the Council.

The Key Decisions List will be updated and published on the Council's website at least on a monthly basis.

**NB: Key Decisions will generally be taken by the Executive at the Cabinet, by a Cabinet Member or by a Chief Officer.**

*If you have any queries on this Key Decisions List, please contact  
**Katia Neale** on 07776 672 956 or by e-mail to [katia.neale@lbhf.gov.uk](mailto:katia.neale@lbhf.gov.uk)*

### **Access to Key Decision reports and other relevant documents**

Key Decision reports and documents relevant to matters to be considered at the Authority by Cabinet only, will be available on the Council's website ([www.lbhf.org.uk](http://www.lbhf.org.uk)) a minimum of 5 working days before the Cabinet 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 Key Decisions will be subject to a 3-day call-in before they can be implemented, 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 related to Cabinet Key Decisions only. 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**

<b>Leader:</b>	<b>Councillor Stephen Cowan</b>
<b>Deputy Leader:</b>	<b>Councillor Sue Fennimore</b>
<b>Cabinet Member for the Environment:</b>	<b>Councillor Wesley Harcourt</b>
<b>Cabinet Member for Housing:</b>	<b>Councillor Lisa Homan</b>
<b>Cabinet Member for the Economy:</b>	<b>Councillor Andrew Jones</b>
<b>Cabinet Member for Health and Adult Social Care:</b>	<b>Councillor Ben Coleman</b>
<b>Cabinet Member for Children and Education:</b>	<b>Councillor Larry Culhane</b>
<b>Cabinet Member for Finance and Commercial Services:</b>	<b>Councillor Max Schmid</b>
<b>Cabinet Member for Public Services Reform:</b>	<b>Councillor Adam Connell</b>
<b>Cabinet Member for Strategy:</b>	<b>Councillor Sharon Holder</b>

*Key Decisions List No. 107 (published 25 June 2021)*

## **KEY DECISIONS LIST – FROM JUNE 2021**

**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.

<b>Decision to be Made by</b>	<b>Date of Decision-Making Meeting and Reason</b>	<b>Proposed Key Decision</b>  <b>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.</b>	<b>Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents</b>	<b>Documents to be submitted to Cabinet (other relevant documents may be submitted)</b>
<b>CABINET MEMBER AND OFFICER DECISIONS</b>				
<b>Finance</b>				
Cabinet Member for the Environment	June 2021	<b>Annual Highways Maintenance Programme</b>  This report seeks approval of the annual highway maintenance work programme for 2020-2021. A key driver for this work is improving the quality of our street scene to give residents and businesses pride in the borough. This work is planned preventative maintenance, aimed at prolonging the life of the Highway infrastructure within the borough. We aim to improve efficiency and provide maximum value for money co-ordinating as far as possible maintenance works with the implementation of LIP projects. We are coordinating footways with the need to plan more trees so use our planned maintenance on footways to increase opportunities for adding tree pits.	Cabinet Member for the Environment	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: Ian Hawthorn Tel: 020 8753 3058 ian.hawthorn@lbhf.gov.uk	
Cabinet Member for the Environment	June 2021	<b>Highways Planned Maintenance Programme 2020-21</b>  Highways Maintenance programme to renew a number of carriageways and footways in the borough as part of the asset management of the boroughs highway network. To ensure safety requirements under the Highways	Cabinet Member for the Environment	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
	Reason: Expenditure/Income above £300K - Revenue up to £500k		Ward(s): All Wards  Contact officer: Ian Hawthorn Tel: 020 8753 3058	

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)
	and Capital up to 1.5m	Act 1980.	ian.hawthorn@lbhf.gov.uk	supporting documentation and / or background papers to be considered.
Cabinet Member for the Environment	June 2021	<b>Proposals for the Noise and Nuisance team's revised service hours</b>  Review of the Hours of operation of the borough's Noise & Nuisance service	Cabinet Member for the Environment	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: Valerie Simpson Tel: 020 8753 3905 valerie.Simpson@lbhf.gov.uk	
Cabinet Member for Housing	June 2021	<b>Replacement of Spandrel Panels (Medium and Low Risk Properties)</b>  Replacement of Spandrel Panels at the identified properties covering the stripping out of existing panels and renewing panels including carrying out, as required, all associated works.	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: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards  Contact officer: Dominic D Souza Dominic.DSouza@lbhf.gov.uk	
Strategic Director for the Environment	June 2021	<b>Climate and Ecological Emergency – Expansion of Lamp Column Electric Vehicle Charge Points</b>  Having successfully secured £215,175 funding from OLEV for residential lamp column EV charge points, and negotiated the necessary 25% match funding of	Cabinet Member for the Environment	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
	Reason: Expenditure/Income above £300K - Revenue up to £500k		Ward(s): All Wards  Contact officer: Richard Hearle Richard.Hearle@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)
	and Capital up to 1.5m	£72,000 from FM Conway, we are seeking permission to expand the network by a further 152 charge points using the existing LBHF term contract with FM Conway and CityEV.		supporting documentation and / or background papers to be considered.
Deputy Leader	June 2021	<b>Third Sector Investment Fund</b>  Report to agree forward plan for 3SIF.	Deputy Leader	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/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
			Contact officer: Katharina Herrmann  Katharina.Herrmann@lbhf.gov.uk	
Director Children's Services	June 2021	<b>Climate Education</b>  Activity to promote education, awareness and participation in climate change activities among children and young people	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/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
			Contact officer: Paul Triantis  Paul.Triantis@lbhf.gov.uk	
Cabinet Member for Health and Adult Social Care	June 2021	<b>Public Health Budget Approval - Primary Care Activity</b>  Budget approval report for public health funded services within primary care from April 2021-March 2024.		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
	Reason: Expenditure/Income - Revenue between £500,000		Ward(s): All Wards	
			Contact officer: Nicola Ashton Tel: 020 8753 5359 Nicola.Ashton@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)
	and £5m and Capital between £1.5m and £5m			supporting documentation and / or background papers to be considered.
Chief Executive	June 2021	<b>Collaborative Delivery Agreement Variation</b>  This workstream follows the January 2021 Cabinet report on disaggregation from LSCP and Placements. The January report contained a recommendation to delegate authority to the Chief Executive to make variations/extensions to the Collaborative Delivery Agreement from April 21 onwards - this report presents recommendations for both variation and extension.		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/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards  Contact officer: Will Parsons Tel: 0776 848 6764 Will.Parsons@lbhf.gov.uk	
Chief Executive	June 2021	<b>Mass Testing Personnel Support – Global Production Squad</b>  The current contract with Global Production Squad (GPS) and Sportgate expired on 31st March 2021. Due to the need to continue community testing, as outlined by DHSC, to ensure the Council provides as much safety as possible in line with the governments lockdown easing plan and the economy re-opening all community testing is to be extended until 30th June 2021.  <b>Reasons for urgency:</b> The urgent request is to provide this extension so that the Council can continue this service to the residents and businesses within LBHF with the current suppliers to cover the period of 1st April – 30th June 2021.	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/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards  Contact officer: Linda Jackson, Nadia Jazaerli, Joanna Whall Tel: 07776 673085, , Linda.Jackson@lbhf.gov.uk, Nadia.Jazaerli@lbhf.gov.uk, Joanna.Whall@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)
Strategic Director of the Economy Department	June 2021	<b>Modification of construction Contract of 10 genuinely affordable new homes in Spring Vale Estate</b>  Report on the progress of the construction of the 10 new genuinely affordable homes in Spring Vale Estate (which is near completion) and request for approval of Variation of contracts connected to the construction.	Cabinet Member for the Economy	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/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Avonmore and Brook Green	
			Contact officer: Matthew Rumble  matt.rumble@lbhf.gov.uk	
Cabinet Member for the Environment	June 2021	<b>Interim Safer Cycle Pathway Scheme</b>  Upgrade the temporary cycle lane installed along the Safer Cycle Pathway route to a semi-permanent interim scheme.	Cabinet Member for the Environment	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/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
			Contact officer: Richard Duffill Tel: 02087531976 Richard.Duffill@lbhf.gov.uk	
Cabinet Member for the Environment	June 2021	<b>E-Scooter Trial participation</b>  To take part in the pan-London trial for E-scooters for 12 months.	Cabinet Member for the Environment	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
			Contact officer: Richard Duffill Tel: 02087531976 Richard.Duffill@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 Member for Children and Education	June 2021	<b>Randolph Beresford - Vulnerable Children funding</b>  Decision to approve vulnerable children funding levels for academic year 21/22 at RB nursery	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/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Wormholt and White City	
			Contact officer: Paul Triantis  Paul.Triantis@lbhf.gov.uk	
Strategic Director for the Environment	June 2021	<b>Healthy School Streets- a public health approach to infrastructure on highways and air quality monitoring</b>  This report seeks approval to start a programme of low level infrastructure improvements on the public highway around schools, undertake air quality audits for a number of schools who are in areas of poor air quality (of which there are 28), install air quality monitors and deliver an education programme to schools about the projects with a focus on STEMs. This would be the first year of the programme, with further reports for future years to recommend and apply mitigations for all schools on the list. The programme will report back to the Cabinet member and there will be continuous monitoring. This is a joint programme working with colleagues in Public Health and Education.	Cabinet Member for the Environment	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: Ian Hawthorn Tel: 020 8753 3058 ian.hawthorn@lbhf.gov.uk	



Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	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 Member for the Environment	Before 1 Sep 2021	<b>VPACH - EV Charge Point Framework</b>	Cabinet Member for the Environment	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	VPACH (Virgin Park & Charge) project will provide electric vehicle charging in residential areas as a proxy for home charging for residents without access to off-street parking (“the Project”). The Project recognises that the economics for on-street residential charging are challenging and so VPACH is a consortium supported by Innovate UK to install on-street charging solutions for hard to address areas using the network assets of Virgin Media.  This report requests that the Council enter into a Framework Agreement and subsequent Call-off Contracts with the consortium’s only approved charge point operator, Liberty Charge Limited (“Liberty Charge”), to supply, install, maintain and operate the charge points in H&F at identified sites in the borough.	Ward(s): All Wards	
			Contact officer: Dan McCrory Tel: 07917335710 Dan.mccrory@lbhf.gov.uk	

## Resources

Strategic Director of the Economy Department	Before 30 Jun 2021	<b>Procurement Strategy - Roof Repair Programme</b>  To repair and replace roofs at 4 locations	Cabinet Member for the Economy	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/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): College Park and Old Oak; Fulham Reach; Hammersmith Broadway; Town	
			Contact officer: Niles Pankhania  Niles.Pankhania@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 Member for Housing	Before 30 Jun 2021	<b>Procurement Strategy – Dry to Wet Riser Conversion Works in Six (6) Blocks</b>  To appoint a Contractor to undertake conversion works of Dry Risers to Wet Risers in Six (6) Blocks to enhance fire safety.	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: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
	Contact officer: Richard Buckley  richard.buckley@lbhf.gov.uk			
Strategic Director for the Environment	June 2021	<b>Procurement strategy in relation to the procurement of books and audio materials for the libraries via a framework agreement</b>  For the Council to call off from the new two-year (plus two-year extension) framework agreement for the supply of library books and audio-visual materials at a total estimated cost for the initial two years of £200,000 (plus potentially a further £200,000). The award by WSCC will take place in mid-December 2019 and the new framework agreement will begin 1 April 2020.	Cabinet Member for the Economy	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/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
	Contact officer: Sameena Ali Tel: 07824 407 247 Sameena.Ali@lbhf.gov.uk			
Director Children's Services	Before 30 Jun 2021	<b>Call-off Contract Extensions for Semi-Independent Living Support Providers</b>  Decision report recommending short-term extensions of up to six months from 12 April 2020 to 12 September 2020 to 16 call-off contracts to secure continuation of existing provision of semi-independent living (SIL) accommodation arrangements for Looked After Children and Young People leaving care to enable continuity of these valuable	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
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
	Contact officer: Will Parsons Tel: 0776 848 6764 Will.Parsons@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)
		services during the current Covid-19 outbreak.		considered.
Cabinet Member for the Environment	June 2021	<b>Procurement Strategy for Land and Property System</b>  The IDOX Group currently provides the Council's land and property-based IT case management system (Uniform) for multiple regulatory services across the authority.  The software is highly embedded within the organisation and underpins a large number of business processes and casework management. Its contract has expired and needs to be repurchased	Cabinet Member for the Environment	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/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards  Contact officer: Josh Hadley, Davina Barton Tel: 020 8753 1980, Josh.Hadley@lbhf.gov.uk, Davina.Barton@lbhf.gov.uk	
Strategic Director of the Economy Department	Before 30 Jun 2021	<b>Rough Sleeping Services Contract Awards</b>  Five rough sleeping service contracts expired on 31.10.20. Report will include recommendations about future contracts.	Cabinet Member for the Economy	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/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards  Contact officer: Julia Copeland Tel: 0208 753 1203 julia.copeland@lbhf.gov.uk	
Director Children's Services	Before 30 Jun 2021	<b>Approval to agree contract with Family support Service (FSS)</b>  To enable to enter in to a contract with Family Support Service (FSS).	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
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s):  Contact officer: Lesley Bell Lesley.Bell@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)
				background papers to be considered.
Cabinet Member for Children and Education	Before 30 Jun 2021	<b>Contract Extensions on Family Support (FS) Framework</b>  To extend a series of contracts on the Family Support Service (FSS) framework and deliver savings required.	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/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards  Contact officer: Lesley Bell  Lesley.Bell@lbhf.gov.uk	
Cabinet Member for the Economy, Cabinet Member for Finance and Commercial Services	Before 30 Jun 2021	<b>Egyptian House - new housing and community facilities</b>  A property transaction that will result in housing units including affordable housing and community facilities  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 the Economy, Cabinet Member for Finance and Commercial 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/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Wormholt and White City  Contact officer: Nigel Brown Tel: 020 8753 2835 Nigel.Brown@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)
Strategic Director for the Environment	Before 30 Jun 2021	<b>VAWG Services Award Report</b>  Decision to direct award frontline VAWG Services for 12 months	Cabinet Member for the Environment	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/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
			Contact officer: Felicity Charles Tel: 02087534311 Felicity.Charles@lbhf.gov.uk	
Strategic Director of the Economy Department	June 2021	<b>Procurement Strategies for White City Central</b>  Approval of two procurement strategies for the White City Central scheme.	Cabinet Member for the Economy	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/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Wormholt and White City	
			Contact officer: Ayesha Ovaisi Tel: 020 8753 5584 Ayesha.Ovaisi@lbhf.gov.uk	
Cabinet Member for Finance and Commercial Services	June 2021	<b>MFD Reprourement</b>  The Council has a contract for the provision of multi-functional devices (printers, scanners and copiers) so that its staff can have access to print services in its offices. The contract is due for renewal in 2021.	Cabinet Member for Finance and Commercial 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/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
			Contact officer: Josh Hadley Tel: 020 8753 1980 Josh.Hadley@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 Member for the Economy	June 2021	<b>Mund Street Site - Contract Award for Design Team</b>  This decision is to appoint a Design Team for the redevelopment of Mund Street. In particular, the decision seeks to appoint a Lead Designer and Architect along with specialist technical sub-consultants to allow for the completion of LBHF Development Gateway 2 (planning) and LBHF Development Gateway 3 (procurement).	Cabinet Member for the Economy	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/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): North End  Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	
Cabinet Member for the Economy	June 2021	<b>Mund Street Site - Contract Award for Control Team</b>  This decision is to appoint a Control Team for the redevelopment of Mund Street. In particular, the decision seeks to appoint an Employers Agent and Project Manager along with specialist technical sub-consultants to allow for the completion of LBHF Development Gateway 2 (planning) and LBHF Development Gateway 3 (procurement).	Cabinet Member for the Economy	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/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): North End  Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	
Cabinet Member for the Economy	June 2021	<b>Farm Lane Site - Contract Award for Design Team</b>  This decision is to appoint a Design Team for the redevelopment of 11 Farm Lane. In particular, the decision seeks to appoint a Lead Designer and Architect along with specialist technical sub-consultants to allow for the completion of LBHF Development Gateway 2 (planning) and LBHF Development Gateway 3 (procurement).	Cabinet Member for the Economy	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/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Fulham Broadway  Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	

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Cabinet Member for the Economy	June 2021	<b>Farm Lane Site - Contract Award for Control Team</b>  This decision is to appoint a Control Team for the redevelopment of 11 Farm Lane. In particular, the decision seeks to appoint an Employers Agent and Project Manager along with specialist technical sub-consultants to allow for the completion of LBHF Development Gateway 2 (planning) and LBHF Development Gateway 3 (procurement).	Cabinet Member for the Economy	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/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Fulham Broadway  Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	
Cabinet Member for the Economy	June 2021	<b>Lillie Road Site - Design Team Award Report</b>  This decision is to appoint a Design Team for the redevelopment of Lillie Road. In particular, the decision seeks to appoint a Lead Designer and Architect along with specialist technical sub-consultants to allow for the completion of LBHF Development Gateway 2 (planning) and LBHF Development Gateway 3 (procurement).	Cabinet Member for the Economy	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/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): North End  Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	
Cabinet Member for the Economy	June 2021	<b>Lillie Road Site - Control Team Award Report</b>  This decision is to appoint a Control Team for the redevelopment of Lillie Road. In particular, the decision seeks to appoint an Employers Agent and Project Manager along with specialist technical sub-consultants to allow for the completion of LBHF Development Gateway 2 (planning) and LBHF Development Gateway 3 (procurement).	Cabinet Member for the Economy	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/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): North End  Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	

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Cabinet Member for Health and Adult Social Care	June 2021	<b>Contract extension for Floating Support Service</b>  Agree a contract extension as permitted under the original contract award for plus 2 years to Hestia for floating support services	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: Affects 2 or more wards		Ward(s): All Wards  Contact officer: Lisa Henry Tel: 07584522952 Lisa.Henry@lbhf.gov.uk	
Strategic Director of Social Care	June 2021	<b>Day Opportunities Contract awards</b>  Contract awards for three day centres for older people	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: Affects 2 or more wards		Ward(s): All Wards  Contact officer: Lisa Henry Tel: 07584522952 Lisa.Henry@lbhf.gov.uk	
Cabinet Member for Health and Adult Social Care	June 2021	<b>Extension of Incumbent Homecare Contracts</b>  This report seeks Cabinet member approval for the extension of the existing homecare contracts for 1year + 6 months + 6months.	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: Affects 2 or more wards		Ward(s): All Wards  Contact officer: Christine Williams  Christine.Williams@lbhf.gov.uk	



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Cabinet Member for Health and Adult Social Care	June 2021	<b>Direct Award to Incumbent Substance Misuse Service Providers</b>  Report seeks the approval of a direct award of one year plus 3 months to the provision of substance misuse contracts to be delivered by the five incumbent providers.	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/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards  Contact officer: Rebecca Richardson Tel: 07827879659 rebecca.richardson@lbhf.gov.uk	
Director of Resources	June 2021	<b>Procurement Strategy - Caretakers Lodges</b>  The aim of the scheme is to generate income by redeveloping caretakers lodges into low rental, short term accommodation for teaching staff employed in H&F schools, after which they will have the option of accessing the Council wider affordable housing offer e.g. Shared Ownership or Help to Buy.  The discovery work has enabled a business case for investment in repurposing four lodges as affordable key workers houses to house a first cohort of teachers from September 2021.  This is expected to deliver the Council immediate revenue benefits of between £63k and £113k from the schemes launch with a breakeven point from 2025/26 considering the upfront capital invested.  Works scheduled for 2021 are estimated to cost £555,481 and be paid for from Capital Planned Maintenance Budget. Due to the high pre-tender estimated costs for	Cabinet Member for Finance and Commercial 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/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards  Contact officer: Hannah parrott, Jonathan Skaife Jonathan.Skaife@lbhf.gov.uk	

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		<p>refurbishment to two of the lodges, a procurement strategy will be drafted for approval. This will account for £407,481 of the total pre tender estimated value.</p> <p>The Corporate Landlord Board, Children's Leadership Team and Cabinet Member have approved the business case for progression of the first four lodges.</p>		
Cabinet Member for Children and Education	June 2021	<b>FSS Framework Extension 2021/22</b>  Extension of FSS framework for 1 year April 2021 - March 2022	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/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
			Contact officer: Lesley Bell  Lesley.Bell@lbhf.gov.uk	
Cabinet Member for Children and Education	June 2021	<b>Procurement Strategy for Young Persons and Care Leaver's Semi-independent Living</b>  The purpose of this strategy is to set out proposed changes to in-borough commissioned supported housing services for young people at risk of becoming homeless and or at risk of entering the care system as a result of becoming homeless.	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/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s):	
			Contact officer: Will Parsons Tel: 0776 848 6764 Will.Parsons@lbhf.gov.uk	

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Cabinet Member for Housing	June 2021	<b>Contract Award, Edward Woods external wall safety works</b>  This report seeks approval from the Cabinet Member for Housing to award a contract for the External Wall Safety Works at Edward Woods Estate	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: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Shepherds Bush Green	
	Contact officer: Richard Buckley, Vince Conway Tel: 020 8753 1915 richard.buckley@lbhf.gov.uk , Vince.Conway@lbhf.gov.uk			
Deputy Leader	June 2021	<b>Procurement Strategy for Violence Against Women &amp; Girls services</b>  Procurement strategy for VAWG Services - Coordination and Integrated Support 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/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
	Contact officer: Felicity Charles Tel: 02087534311 Felicity.Charles@lbhf.gov.uk			
Cabinet Member for Health and Adult Social Care	June 2021	<b>Direct Award to Incumbent Substance Misuse Service Providers</b>  This report seeks the approval of a direct award of one year plus three months, (1+3m) to the provision of three substance misuse contracts and two grants to be delivered by the four incumbent providers CGL, Turning Point, Outside Edge and Build on Belief	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/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
	Contact officer: Rebecca Richardson Tel: 07827879659 rebecca.richardson@lbhf.gov.uk			

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Strategic Director for the Environment	June 2021	<b>Refuge Direct Award</b>  Direct award refuge provision - 1st April 2021 - 31st March 2022.	Cabinet Member for the Environment	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: Felicity Charles Tel: 02087534311 Felicity.Charles@lbhf.gov.uk	
Strategic Director of Social Care	June 2021	<b>Extension of Healthy Hearts Contract</b>  Extension of contract with Thrive Tribe to provide a stop smoking service and a cardio vascular disease prevention programme.	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/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
			Contact officer: Lisa Henry Tel: 07584522952 Lisa.Henry@lbhf.gov.uk	
Cabinet Member for Finance and Commercial Services	June 2021	<b>Procurement strategy - Revenue and Benefits</b>  Procurement strategy for software solution	Cabinet Member for Finance and Commercial 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/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
			Contact officer: Graham Pottle Tel: 07733 038 882 graham.pottle@lbhf.gov.uk	

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Cabinet Member for the Environment	June 2021	<b>Contract Award - Revenue and Benefits</b>  Contract for the supply of software and associated support		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/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
			Contact officer: Graham Pottle Tel: 07733 038 882 graham.pottle@lbhf.gov.uk	
Director Children's Services	June 2021	<b>Child and Adolescent Mental Health Services (CAMHS) for 21/22</b>  Exceptional circumstances related to the Covid vaccine roll-out mean that NHS partners are not sufficiently resourced at this time to enter into intended Section 75 arrangements. Therefore, in order to remain within governance requirements, this report seeks approval to directly award contracts for CAMHS services for 2021/22.	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/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
			Contact officer: Craig Holden Tel: 07850 541 477 Craig.Holden@lbhf.gov.uk	
Commercial Revenue Committee	June 2021	<b>The winding-up and dissolution of H&amp;F Bridge Partnership Limited</b>  With HFBP being dormant for a number of years to finally close the company and distribute the retained profit in line with the existing shareholdings.	Cabinet Member for Finance and Commercial 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/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
			Contact officer: Geoff Hay Tel: 0208 753 4223 geoff.hay@lbhf.gov.uk	

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Strategic Director of the Economy Department	June 2021	<b>Procurement Strategy for direct award of a contract for a multi-disciplinary consultant for the major refurbishment of Charecroft Estate W12</b>  The report seeks approval of a procurement strategy proposing a direct award of a contract for multi-disciplinary consultancy services to develop, plan and manage the major refurbishment works at Charecroft estate W12		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/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Addison  Contact officer: Vince Conway, Richard Buckley Tel: 020 8753 1915, Vince.Conway@lbhf.gov.uk, richard.buckley@lbhf.gov.uk	
Cabinet Member for Finance and Commercial Services	September 2021	<b>Cloud Hosting Strategy</b>  A decision is required on where H&F line of business systems are hosted, e.g. Academy, ArcGIS. Currently these are hosted by BT and the report will make a recommendation on the future strategy for these 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/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards  Contact officer: David Wadham Tel: 07776 672 392 david.wadham@lbhf.gov.uk	
Cabinet Member for Children and Education	June 2021	<b>Award to the Travel Care Taxi Services Framework</b>  Award of providers to the Travel Care Taxi Framework	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/Income over £5m & policies or new income, reserves use, overspend over £100K		Ward(s): All Wards  Contact officer: Joe Gunning Tel: 07769672031 Joe.Gunning@lbhf.gov.uk	

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Strategic Director of the Economy Department	June 2021	<b>Procurement Strategy for direct award of a contract for a multi-disciplinary consultant for various housing capital workstreams W12</b>  This report seeks approval of a Procurement Strategy for the direct award of a contract to Baily Garner to provide multi-disciplinary consultancy support for various housing capital workstreams	Cabinet Member for the Economy	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/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
	Contact officer: Vince Conway Tel: 020 8753 1915 Vince.Conway@lbhf.gov.uk			
Cabinet Member for Housing	June 2021	<b>Contract Award report: whole-house retrofit</b>  Contract Award report to award a contract to a provider of whole-house retrofit for 27 properties in West Kensington, as part of a part-GLA funded pilot aimed at radical improvement in energy efficiency in line with LBHF Climate Change goals. Approved procurement strategy is to procure via an Innovation Partnership run by GLA. This procurement will culminate in late May with a provider being matched with LBH	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: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
	Contact officer: William Shanks Tel: 020 8753 6007 william.shanks@lbhf.gov.uk			
Cabinet Member for the Economy	June 2021	<b>CONTRACT AWARD REPORT: Responsive Capital reserve contract</b>  On 24th March 2021 the Cabinet Member for Housing approved the award of the Responsive Capital contract to Kier Services Limited for five years from 1st May 2021 (with an option to extend for two additional years). Approval is now sought to appoint a reserve contractor to deliver the Responsive Capital contract.	Cabinet Member for the Economy	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: William Shanks Tel: 020 8753 6007 william.shanks@lbhf.gov.uk			

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Strategic Director of the Economy Department	June 2021	<b>Contract award for lift modernisation works at Linacre Court W14 and Verulam House W6</b>  Report seeks approval to let a contract to undertake lift modernisation works at Linacre Court W14 and Verulam House W6	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: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Avonmore and Brook Green; Hammersmith Broadway	
			Contact officer: Vince Conway Tel: 020 8753 1915 Vince.Conway@lbhf.gov.uk	
Cabinet Member for Housing	June 2021	<b>Contract award for major refurbishment works to Sullivan Court estate SW6 - Phase 2</b>  Report seeks approval to award a contract for the major refurbishment of thirteen blocks on the Sullivan Court estate SW6	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: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Sands End	
			Contact officer: Vince Conway Tel: 020 8753 1915 Vince.Conway@lbhf.gov.uk	
Cabinet Member for the Environment	29 Jul 2021	<b>Procurement strategy - Contract for Parking Suspension System</b>  This is a procurement strategy for a Parking Suspension System to replace the existing system that has come to its end of life.	Cabinet Member for the Environment	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/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
			Contact officer: Michele Ayamah michele.ayamah@lbhf.gov.uk	



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Cabinet Member for Children and Education	June 2021	<b>Award Report for the Information, Advice and Support Services and the Mediation and Dispute Resolution Service for SEND</b>  This report seeks approval for the award of the SEND Information, Advice and Support Services (SENDIASS) contract for the total value of £302,485 for the period 1st September 2021-31st August 2026, inclusive of option 2 year extension  This award follows an open tender procurement exercise run between the period 19th March 2021 – 20th April 2021.	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/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards  Contact officer: Paul Triantis  Paul.Triantis@lbhf.gov.uk	
Cabinet Member for Children and Education	30 Jun 2021	<b>Financial contributions to CCG-held contract to Central London Community Healthcare NHS Trust</b>  Report seeks approval to financial contributions to CCG-held contract to Central London Community Healthcare NHS Trust) for 21/22.	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/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards  Contact officer: Joe Gunning Tel: 07769672031 Joe.Gunning@lbhf.gov.uk	
Cabinet Member for Children and Education	5 Jul 2021	<b>Award to Travel Care Taxi Framework</b>  Award of providers to the Travel Care Taxi Framework	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
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £100K		Ward(s): All Wards  Contact officer: Joe Gunning Tel: 07769672031 Joe.Gunning@lbhf.gov.uk	

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				papers to be considered.
Cabinet Member for the Environment	9 Sep 2021	<b>Infrastructure Asset Management System Procurement</b>  This is the procurement of an infrastructure asset management system which is used primarily by Highways and Parking services. The system currently in use is Confirm on Demand.	Cabinet Member for the Environment	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/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards  Contact officer: Sean Dickson Tel: 0208 753 1781 sean.dickson@lbhf.gov.uk	
Strategic Director of the Economy Department	June 2021	<b>White City Central redevelopment - Contract Award</b>  Mechanical, Electrical and Public Health Engineer (MEP) Consultant to support the White City Central redevelopment project	Cabinet Member for the Economy	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/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Wormholt and White City  Contact officer: Tarie Chakare, Ayesha Ovaisi Tel: 020 8753 5584 tarie.chakare@lbhf.gov.uk, Ayesha.Ovaisi@lbhf.gov.uk	
Cabinet Member for Housing	Before 30 Jul 2021	<b>Rough Sleeping Support Services Award of Contracts</b>  Approval is required to award two contracts for rough sleepers; Lot 1 a street outreach and Housing First service; and Lot 2 a homeless health inclusion service.	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
	Reason: Affects 2 or more wards		Ward(s): All Wards  Contact officer: Julia Copeland Tel: 0208 753 1203 julia.copeland@lbhf.gov.uk	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
				papers to be considered.
Cabinet Member for Housing	Before 30 Jul 2021	<b>Award of Supported Housing Services for rough sleepers</b>  Approval is required for the award of a contract for supported housing services for rough sleepers and other single homeless people at eight properties.	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: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £100K		Ward(s): All Wards  Contact officer: Julia Copeland Tel: 0208 753 1203 julia.copeland@lbhf.gov.uk	
Deputy Leader	6 Jul 2021	<b>Procurement Strategy for Refuge Services</b>  Reprocurement of refuge services for victims of domestic abuse and violence against women and girls.	Deputy Leader	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/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards  Contact officer: Felicity Charles Tel: 02087534311 Felicity.Charles@lbhf.gov.uk	
Leader of the Council	June 2021	<b>Request for a Re-Purposing of the Stock Condition Capital Budget for the IHMS</b>  The purpose of the report is to request approval for the re-purposing of the Capital Budget for the Stock Condition surveys to meet the cost of implementing the new Integrated Housing Management System for The Economy.	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
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and		Ward(s): All Wards  Contact officer: Dorothy Sturzaker  Dorothy.Sturzaker@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)
	£5m			papers to be considered.
Strategic Director of the Economy Department	Before 2 Jul 2021	<b>Complete restoration, repair and refurbishment at Ravenscourt Park Tea House and Depot</b>  This report seeks approval of the award of contract for the complete restoration, repair and refurbishment at Ravenscourt Park Tea House.  The roof of the main building, and the public toilets are in very poor condition and have come to the end of their useful and economic life. As a result, it is envisaged to repair, wherever viable, or to replace (if repair is not cost-effective) roof timbers, floor joists, roof covering, rainwater goods, windows and doors and structural members.	Cabinet Member for the Economy	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/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Ravenscourt Park	
			Contact officer: Anthony Baafi Tel: 0796 796 6024 anthony.baafi@lbhf.gov.uk	

## CABINET - 5 July 2021

### Finance

Cabinet	5 Jul 2021	<b>Hammersmith Bridge</b>  Owing to its closure and its state of repair, the Council must address the delivery of a repair and restoration project for Hammersmith Bridge ("Project"). This report sets out emerging possibilities for delivery entities and funding options available to the council with a preference identified. Hammersmith Bridge will continue to require long term on-going monitoring and maintenance. Any preferred option should satisfy this requirement.  PART OPEN  PART PRIVATE Part of this report is exempt from	Leader of the Council	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £100K		Ward(s): All Wards	
			Contact officer: Bram Kainth Tel: 07917790900 bram.kainth@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)
		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	5 Jul 2021	<b>Third Sector Investment Fund Budget and Allocation</b>  Agreeing the third sector investment fund budget and allocation for the period 1 April 2021 - 31 March 2023	Deputy Leader	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.
	Ward(s): All Wards			
	Contact officer: Lisa Henry Tel: 07584522952 Lisa.Henry@lbhf.gov.uk			
Cabinet	5 Jul 2021	<b>Hammersmith &amp; Fulham Modern Slavery Strategy</b>  This report will present a new Modern Slavery Strategy for Hammersmith & Fulham.	Deputy Leader	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.
	Ward(s): All Wards			
	Contact officer: Felicity Charles, Annabel Moores Tel: 02087534311, Tel: 07747476034 Felicity.Charles@lbhf.gov.uk , annabel.moores@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	5 Jul 2021	<b>Homelessness and Rough Sleeping Strategy</b>  The Council's new Homelessness and Rough Sleeping strategy, with the updated Tenancy Strategy	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: Beatrice McGuire, Gerry Crowley  Beatrice.McGuire@lbhf.gov.uk, Gerry.Crowley@lbhf.gov.uk			
Cabinet	5 Jul 2021	<b>Education City - Land Appropriation</b>  S203 Appropriation  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 the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Budg/pol framework		Ward(s): Wormholt and White City	
	Contact officer: Jacquie Agyemang-Johnson Tel: 07787 152733 Jacquie.Agyemang-Johnson@lbhf.gov.uk			
Cabinet	5 Jul 2021	<b>White City Projects Update</b>  An update on Council projects in the White City area.  PART OPEN  PART PRIVATE Part of this report is exempt from disclosure on the grounds that it	Cabinet Member for the Economy	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
	Reason: Budg/pol framework		Ward(s): Wormholt and White City	
	Contact officer: Matthew Rumble  matt.rumble@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> )
		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		documentation and / or background papers to be considered.
Cabinet	5 Jul 2021	<b>Emergency Planning &amp; Business Continuity Cabinet Report</b>	Cabinet Member for the Environment	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	A yearly summary of the Councils Emergency Planning and Business Continuity Activities	Ward(s): All Wards	
			Contact officer: Denise Prieto Tel: 0208 753 2286 Denise.Prieto@lbhf.gov.uk	

## Resources

Cabinet	5 Jul 2021	<b>Procurement Strategy for Waste Collection, Recycling and Street Cleansing Services</b>	Cabinet Member for the Environment	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/Income over £5m & policies or new income, reserves use, overspend over £100K	This report sets out the proposed procurement strategy to competitively tender the contract to deliver the Waste, Recycling and Street Cleansing services from 30th January 2023. The initial contract term will be to October 2032 to align with the council's waste disposal agreement with Western Riverside Waste Authority (WRWA). Officers also recommend an option for the council to extend the contract for a further period of up to eight years.	Ward(s): All Wards	
			Contact officer: Pat Cosgrave Tel: 020 8753 2810 Pat.Cosgrave@lbhf.gov.uk	

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		<p>PART OPEN</p> <p>PART PRIVATE</p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information</p>		

## CABINET - 6 September 2021

### Finance

Cabinet	6 Sep 2021	<b>Climate and Ecology Strategy</b>  This paper presents the council's draft Climate and Ecology Strategy for cabinet approval. The strategy responds to the council's declaration of a climate and biodiversity emergency in July 2019, and is the proposed approach to meet the council's target for net zero greenhouse gas emissions within the borough by 2030.	Cabinet Member for the Environment	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: Jim Cunningham, Bram Kainth Tel: 07468 365829, Tel: 07917790900 Jim.Cunningham@lbhf.gov.uk, bram.kainth@lbhf.gov.uk	
Cabinet	6 Sep 2021	<b>Fixed Penalty Notices to be issued by LET team</b>  Update to several of the existing amounts	Cabinet Member for the Environment	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or
	Reason: Affects 2 or more wards		Ward(s): All Wards  Contact officer: Chris Mcavoy  Chris.Mcavoy2@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)
				background papers to be considered.
Cabinet	6 Sep 2021	<b>12-year HRA Asset Management Capital Strategy</b>  This programme uplifts the previously approved four-year Asset Management Compliance Strategy and Capital Programme to deliver additional compliance and climate emergency based items identified for the Council's housing stock outside of the current budget from 2022-23 until 2030-31.  The overarching priority of the programme is to deliver the overall aims of the Asset Management Strategy agreed by Cabinet in December 2018 which focusses on health and safety and compliance.  Please note these new works are different to the current four-year programme due for completion in 2023-24 covering Major Refurbishments, Fire Safety, Lifts, Boilers, Electrical, Voids and Miscellaneous schemes.	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: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £100K		Ward(s): All Wards  Contact officer: William Shanks Tel: 020 8753 6007 william.shanks@lbhf.gov.uk	
Cabinet	6 Sep 2021	<b>Grounds Maintenance on Housing Land Business Case and Consultation</b>  June Cabinet approved a Procurement Strategy for the tendering of Grounds Maintenance of Parks, Open Spaces and Housing Estates.  It further noted that following consultation with residents and tenants in accordance with Section 105 of the Housing Act 1985 the strategy could change with respect to housing land.	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: David McNulty, John Newton, William Shanks Tel: 0208 992 4887, Tel: 020 8753 6007 David.McNulty@lbhf.gov.uk, john.newton@lbhf.gov.uk, william.shanks@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)
		<p>The report will advise the results of that consultation process and include and describe a business case to bring the service in-house.</p> <p>Cabinet will be asked to consider recommendations concerning the respective options of bringing the grounds maintenance service on housing land in-house or rather retaining it as Lot 2 in the wider Grounds Maintenance and Parks procurement.</p>		
Cabinet	6 Sep 2021	<b>Schools Capital Programme 2021-24</b>  The council receives grant funding annually from the Department for Education for the school condition and maintenance programme. This grant covers major programmes of work relating to the condition and maintenance of school building, material infrastructure upgrades and key reactive maintenance projects.  Many of the schools in the borough are relatively old and therefore have significant condition issues. This report sets out a proposed programme of £10,318,807 over three years to significantly enhance the condition of school buildings	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/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards  Contact officer: Anthony Mugan  Anthony.Mugan@lbhf.gov.uk	

## Resources

Cabinet	6 Sep 2021	<b>Procurement strategy - Contract for Unattended CCTV camera system</b>  Procurement strategy for the tender of an unattended CCTV camera system via a framework contract	Cabinet Member for the Environment	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation
	Reason: Expenditure/Income over £5m & policies or new income, reserves use,		Ward(s): All Wards  Contact officer: Osa Ezekiel  Osa.Ezekiel@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)
	overspend over £100K			and / or background papers to be considered.
Cabinet	6 Sep 2021	<b>Procurement Strategy - Remedial and Safety Enhancement Works at Edward Woods Estate</b>  Remedial and safety enhancement works to the three (3) Edward Woods blocks (i.e. Poynter, Stebbing and Norland Houses).	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: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £100K		Ward(s): Shepherds Bush Green	
			Contact officer: Richard Buckley, Vince Conway Tel: 020 8753 1915 richard.buckley@lbhf.gov.uk , Vince.Conway@lbhf.gov.uk	

#### CABINET - 11 October 2021

Cabinet	11 Oct 2021	<b>Harm Reduction, Treatment and Prevention Procurement Strategy</b>  The council plans to recommission its substance misuse services for adults and integrated substance misuse and sexual health wellbeing services for young people. The current contracts give provision for core drug and alcohol services, peer support and young people's health and wellbeing services covering substance misuse and psychosexual support.  This report seeks approval of the Procurement Strategy which sets out the intention to tender the delivery of a more efficient and high-quality substance misuse services through:  • an adults' substance misuse service • an integrated young peoples' sexual health and substance	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/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
			Contact officer: Julia Woodman, Joanna McCormick Tel: 0741207694 Julia.Woodman@lbhf.gov.uk , Joanna.Mccormick@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)
		misuse service		
Cabinet	11 Oct 2021	<b>Procurement Strategy for Mental Health Supported Housing</b>	Cabinet Member for Health and Adult Social Care	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £100K	Procurement strategy for our mental health supported housing in borough contracts.	Ward(s): All Wards	
		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.	Contact officer: Joanna McCormick, Michele Roberts Tel: 0741207694, Tel: 020 8834 4734 Joanna.Mccormick@lbhf.gov.uk, Michele.Roberts@lbhf.gov.uk	
CABINET - 6 December 2021				
Cabinet	6 Dec 2021	<b>Short Breaks Statement and Eligibility Criteria</b>	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Budg/pol framework	Short Breaks Statement update May 2021. This Statement is about the offer of short breaks available for children with disabilities and their families in Hammersmith and Fulham. It sets out how the services are organised, and routes to access them. This short break statement is published as a requirement of the Children and Families Act 2014.	Ward(s): All Wards	
			Contact officer: Lesley Bell  Lesley.Bell@lbhf.gov.uk	

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<b>CABINET - 10 January 2022</b>				
Cabinet	10 Jan 2022	<b>Managed services for temporary agency resources - approval to utilise previously agreed one year extension</b>  re-procurement of temporary agency resources	Cabinet Member for Public Services Reform	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/ income over £5m & policies or new income, reserves use, overspend over £100K		Ward(s): All Wards	
			Contact officer: Mary Lamont  mary.lamont@lbhf.gov.uk	