

Cabinet

Agenda

MONDAY
10 OCTOBER 2022
7.00 pm

MAIN HALL
FIRST FLOOR
3 SHORTLANDS
LONDON W6 8DA

Watch the meeting
live on YouTube:
<https://youtu.be/hFMXmCEGVH0>

Membership

Councillor Stephen Cowan, Leader of the Council
Councillor Ben Coleman, Deputy Leader
Councillor Rebecca Harvey, Cabinet Member for Social Inclusion and Community Safety
Councillor Bora Kwon, Cabinet Member for Civic Renewal,
Councillor Alex Sanderson, Cabinet Member for Children and Education
Councillor Wesley Harcourt, Cabinet Member for Climate Change and Ecology
Councillor Andrew Jones, Cabinet Member for The Economy,
Councillor Frances Umeh, Cabinet Member for Housing and Homelessness
Councillor Rowan Ree, Cabinet Member for Finance and Reform
Councillor Sharon Holder, Cabinet Member for Public Realm

Date Issued
30 September 2022

If you require further information relating to this agenda please contact:
Katia Neale, Committee Coordinator, tel: 07776 672 956 or email:
katia.neale@lbhf.gov.uk

Reports on the open Cabinet agenda are available on the Council's website: 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 **8-12** which are exempt under paragraph 3 of Schedule 12A to the Local Government Act 1972, in that they relate to the financial or business affairs of any particular person, including the authority holding the information.

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

Members of the Public are welcome to attend but spaces are limited. To register for a place please contact katia.neale@lbhf.gov.uk. Seats will be allocated on a first come first serve basis. A loop system for hearing impairment is provided, together with disabled access to the building.



Shortlands

3 Shortlands,
Hammersmith,
London W6 8DA



Closest Underground Station
Hammersmith



Closest Bus Stop
Latymer Court (Stop G)

DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on item numbers **4-12** on this agenda using the Council's Deputation Request Form. The completed Form, to be sent to Katia Neale 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 5 October 2022.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Tuesday 11 October 2022**. Items on the agenda may be called in to the relevant Accountability Committee.

The deadline for receipt of call-in requests is: **Friday 14 October 2022 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 14 October 2022**.

Cabinet Agenda

10 October 2022

<u>Item</u>		<u>Pages</u>
1.	MINUTES OF THE CABINET MEETING HELD ON 5 SEPTEMBER 2022	6 - 13
2.	APOLOGIES FOR ABSENCE	
3.	DECLARATION OF INTERESTS	
	<p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee.</p>	
4.	BOROUGHWIDE CLEAN AIR NEIGHBOURHOODS PROGRAMME	14 - 44
5.	EARLY INTERVENTION STRATEGY	45 - 100
6.	CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2022/23 (FIRST QUARTER)	101 - 125
7.	HAMMERSMITH BRIDGE – ESSENTIAL WORK LEADING TO STRENGTHENING AND RESTORATION PROJECT	126 - 131

8. PROCUREMENT STRATEGY FOR THE DELIVERY OF FULL RESTORATION AND STRENGTHENING OF HAMMERSMITH BRIDGE 132 - 142

This report has one appendix which contains information exempt within the meaning of Schedule 12A to the Local Government Act 1972 and is not for publication. The appendix have therefore been circulated to Cabinet Members only.

Any discussions on the contents of an exempt appendix will require Cabinet to pass the proposed resolution identified at the end of the agenda to exclude members of the public and the press the proceedings for that discussion.

9. AWARD OF CONTRACT FOR WASTE STREET CLEANSING AND RECYCLING SERVICES 143 - 166

This report has four appendices which contain information exempt within the meaning of Schedule 12A to the Local Government Act 1972 and are not for publication. The appendices have therefore been circulated to Cabinet Members only.

Any discussions on the contents of an exempt appendix will require Cabinet to pass the proposed resolution identified at the end of the agenda to exclude members of the public and the press the proceedings for that discussion.

10. HOUSING REVENUE ACCOUNT (HRA) STRATEGIC REVIEW - DELIVERING FUTURE SUSTAINABLE SERVICES IN LIGHT OF SIGNIFICANT INCREASES IN INFLATION 167 - 200

This report has one appendix which contains information exempt within the meaning of Schedule 12A to the Local Government Act 1972 and is not for publication. The appendix has therefore been circulated to Cabinet Members only.

Any discussions on the contents of an exempt appendix will require Cabinet to pass the proposed resolution identified at the end of the agenda to exclude members of the public and the press the proceedings for that discussion.

11. WHITE CITY CENTRAL - NEW COUNCIL HOMES AND COMMUNITY FACILITIES PROCUREMENT STRATEGY 201 - 248

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Any discussions on the contents of an exempt appendix will require Cabinet to pass the proposed resolution identified at the

end of the agenda to exclude members of the public and the press the proceedings for that discussion.

- 12. NEW FUNDING FOR AFFORDABLE HOMES IN HAMMERSMITH AND FULHAM** 249 - 255

This report has one appendix which contains information exempt within the meaning of Schedule 12A to the Local Government Act 1972 and is not for publication. The appendix has therefore been circulated to Cabinet Members only.

Any discussions on the contents of an exempt appendix will require Cabinet to pass the proposed resolution identified at the end of the agenda to exclude members of the public and the press the proceedings for that discussion.

- 13. FORWARD PLAN OF KEY DECISIONS** 256 - 301
- 14. DISCUSSION OF EXEMPT ELEMENTS (IF REQUIRED)**

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.

Agenda Item 1

London Borough of Hammersmith & Fulham

Cabinet Minutes



Monday 5 September 2022

NOTE: This meeting was held remotely. A recording of the meeting can be watched at on YouTube at: <https://www.youtube.com/watch?v=tBozIF2qNWk>

PRESENT

Councillor Stephen Cowan, Leader of the Council
Councillor Ben Coleman, Deputy Leader
Councillor Wesley Harcourt, Cabinet Member for Climate Change and Ecology
Councillor Andrew Jones, Cabinet Member for The Economy
Councillor Sharon Holder, Cabinet Member for Public Realm
Councillor Rebecca Harvey, Cabinet Member for Social Inclusion and Community Safety
Councillor Bora Kwon, Cabinet Member for Civic Renewal
Councillor Rowan Ree, Cabinet Member for Finance and Reform
Councillor Alex Sanderson, Cabinet Member for Children and Education
Councillor Frances Umeh, Cabinet Member for Housing and Homelessness

ALSO PRESENT

Councillor Patricia Quigley
Councillor Adrian Pascu-Tulbure
Councillor Ann Rosenberg

1. MINUTES OF THE CABINET MEETING HELD ON 18 JULY 2022

RESOLVED:

That the minutes of the meeting of the Cabinet held on 18 July 2022 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

Councillor Bora Kwon declared a non-pecuniary interest in respect of item 9, Business Objectives 2022/23, as a Governor at Flora Gardens Primary School. She considered that this did not give rise to a perception of a conflict of interests and, in the circumstances it would be reasonable to participate in the discussion and vote thereon.

4. 2021/22 PROVISIONAL REVENUE OUTTURN REPORT

Councillor Rowan Ree introduced the report looking at the spending against budget over the previous financial year. The General Fund was in a good position and progress was being made to reduce deficits. Pressures on the Housing Revenue Account (HRA) were being currently addressed.

AGREED UNANIMOUSLY BY THE CABINET MEMBERS:

1. To note the General Fund underspend of £6.7m.
2. To note that the draw down from the Housing Revenue Account general balance of £2.0m which was £2.4m less than budgeted.
3. To note the in-year reduction in the Dedicated Schools Grant High Needs Block cumulative overspend of £4.9m and remaining cumulative deficit of £11.8m.

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. CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2021/22 (OUTTURN)

Councillor Rowan Ree stated that over the last two years Covid-19 had caused delays in several schemes. In addition the rising inflation had affected a number of projects which meant the original capital budget would have to be reviewed. This report proposed a number of changes to future budgets.

The Leader expressed concerns regarding the continuous rise in inflation which would affect the Council on large capital programmes.

Councillor Ree agreed that this serious issue would need to be faced until at least next year. The inflation was often higher in the construction sector, therefore having a major impact on several Council's projects.

AGREED UNANIMOUSLY BY THE CABINET MEMBERS:

1. To approve the proposed budget variations to the capital programme as summarised in Table 1 and detailed in Appendix 2.
2. To approve £1.75m additional capital budget for the Civic Campus commercial property cinema site fit out, as detailed in the paragraphs 10-13 of the report.
3. To note the capital outturn for the year.

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. 2022/23 CORPORATE REVENUE MONITOR - MONTH 2 (MAY 2022)

Councillor Rowan Ree stated that this report outlined the forecast spend and action plans to reduce overspend for Month 2, May 2022. All departments were constantly looking at ways to reduce spend and identify new savings throughout the year.

Councillor Adrian Pascu-Tulbure stated that paragraph 4 on the report described the £10m provision for inflation, which included provision for a 2.3% pay award for 2022/23 and corporate inflation contingency of £1.5m. He asked what the plans were to address those figures.

Councillor Ree replied that there were contingency plans built in all budgets and the Council was constantly looking for savings within budgets.

The Leader added that there was a variety of financial pressures due to the rising inflation and the 2.3% pay award was actually a pay cut. He hoped the Government would come forward with a generous approach to help front line staff dealing with the cost of living.

AGREED UNANIMOUSLY BY THE CABINET MEMBERS:

1. To note General Fund forecast overspend of £4.334m.
2. To note that the forecast draw down from the Housing Revenue Account (HRA) general balance is £4.453m, £0.403m more than budgeted.
3. To note the in-year Dedicated Schools Grant High Needs Block forecasted surplus of £0.582m, reducing the cumulative deficit.
4. To approve General Fund virements totalling £4.494m and HRA virements totalling £0.377m as detailed in appendix 10.

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.

7. TREASURY MANAGEMENT OUTTURN REPORT 2021/22

Councillor Rowan Ree stated that there had been no additional borrowing undertaken over the period of 2021/22.

AGREED UNANIMOUSLY BY THE CABINET MEMBERS:

That Cabinet note the annual Treasury Management Outturn Report for 2021/22.

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.

8. ADOPTION OF THE AFFORDABLE WORKSPACE SPD

The Leader stated that affordable workspace was a key part to the Council's Industrial Strategy. They were aiming to create a stronger local economy that would provide training and job opportunities for local people and promote employment and innovation.

Councillor Andrew Jones noted that the original report was approved by Cabinet in March. This report was addressing technical changes in light of the financial pressures changing the dynamics in office and commercial market landscape.

AGREED UNANIMOUSLY BY THE CABINET MEMBERS:

1. That Cabinet considers the technical changes to the SPD detailed in Appendix 1.
2. That Cabinet approves the adoption of the SPD (Appendix 2) which includes the technical changes.
3. That Cabinet gives delegated authority to the Chief Planning Officer, in consultation with the Cabinet Member for Economy, to make any further minor changes to the SPD prior to adoption, should they be necessary.

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.

9. BUSINESS OBJECTIVES 2022/23

Councillor Bora Kwon declared a non-pecuniary interest as a Governor at Flora Gardens Primary School. She considered that this did not give rise to a perception of a conflict of interests and, in the circumstances it would be reasonable to participate in the discussion and vote thereon.

With the Leader's permission Richard Farthing, Chairman of The Hammersmith Society, addressed the Cabinet for 5 minutes, having submitted a valid deputation request. He spoke on behalf of: The Hammersmith Society, The Avonmore Residents' Association, The Avonmore and Brook Green Ward Action Group, Ravenscourt Action, Palace Mansions Residents' Association, Friends of Ravenscourt Park, The Brackenbury Residents Association.

Mr Farthing confirmed their opposition to the Communities Schools Programme, as they did not agree that building housing on school grounds was the right way to finance schools. They supported the redevelopment of Avonmore and Flora Gardens Primary Schools, but not at any loss of open spaces. His predecessor had written several letters to the Council raising a number of specific points of concerns but had received no written response. They were not convinced that the financial case for building on school land had been demonstrated. The provision of more affordable housing was welcome but would create a need for more school places. Education was liable to change over time and they believed better economic values could be achieved by looking at the way school was designed and using it for a wider range of purposes, not just for primary school. They believed that there were more economic, environmental, and cost-effective ways to build a replacement for those schools, such as using offsite wood construction.

The Leader stressed that there had been continuous dialogue with the former Chairman of The Hammersmith Society and understood that many of the issues raised had been dealt with. But he acknowledged that a formal written letter would be a more appropriate response.

Councillor Jones replied that he had attended four meetings with diverse groups, including the Hammersmith Society, and had done a great deal of engagement with the communities to address their views over several years, including a consultation of the original proposal and another one in 2021. They were on the process of bringing back a revised proposal after having listened to the community's views and concerns. The valid points raised around carbon, scale and use of school space had now been incorporated on the schools redesigns. He stressed that currently there were no alternative sources of finance for the funding for those schools. The Council remained committed to provide affordable housing and they would continue to engage with the community to discuss the revised proposals of the redevelopment of the schools. He added that he would submit a written response to the Hammersmith Society addressing their concerns.

The Leader asked whether Mr Farthing's only concerns were about the environment and sustainability of the development in addition to the financing, or whether he also objected to affordable housing on the sites.

Mr Farthing replied that the sites, especially at Avonmore, were very constrained and mixing housing and schools with all the safeguarding issues would be a challenge, in addition to losing school land.

The Leader stated that the schools were asking the Council for the redevelopment and with the substantial cuts in the Council's budget over the past 12 years, the closing down of the Building for Schools Programme that used to provide funding for schools, and other cuts created huge financial challenges. The Council was investing a lot of money into schools but there were also other critical areas that needed investment. Therefore an alternative plan had to be found to finance the redevelopment of the schools. The affordable homes had not been built yet because the Council was trying to

create a consensus amongst the community and redesigning the scheme to a high standard, whilst maintaining sustainability and outdoor space.

The Leader moved to the Council's Business Objectives which responded to the manifesto pledges, setting out a range of business objectives that would be delivered or progressed in 2022/23.

Councillor Adrian Pascu-Tulbure asked whether there was a proposal to give residents further detailed information on how these plans would be taken forward, such as increasing the number of housing units and the public realm, in particular dealing with rubbish on the streets.

The Leader replied that the manifesto was a consulted-on document that listed the issues that people would like the Council to deal with. It was then up to officers to develop these policies that would go to the Policy and Accountability Committees to be scrutinised at open public hearings. The final product should be a robust policy that would come to Cabinet for approval. To get a policy right it was fundamental to consult and listen to people's views.

AGREED UNANIMOUSLY BY THE CABINET MEMBERS:

That the Cabinet approves the Hammersmith & Fulham Council Business Objectives document for 2022/23.

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.

10. FORWARD PLAN OF KEY DECISIONS

RESOLVED:

The Key Decision List was noted.

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

There was no discussion of exempt elements.

Meeting started: 7.03 pm
Meeting ended: 7.46 pm

Chair

Agenda Item 4

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 10/10/2022

Subject: Boroughwide Clean Air Neighbourhoods Programme

Report of: Councillor Ben Coleman - Deputy Leader of the Council and responsible for Health and Social Care,
Councillor Sharon Holder - Cabinet Member for Public Realm,
Councillor Wesley Harcourt – Cabinet Member for Climate Change and Ecology

Report Author: Dr Nicola Lang – Director of Public Health
Masum Choudhury – Head of Transport

Responsible Director: Bram Kainth – Strategic Director of Environment

SUMMARY

This report seeks an outline approval for the implementation of an ambitious, borough-wide programme of Clean Air Neighbourhoods.

At its heart, a Clean Air Neighbourhood is a comprehensive Public Health initiative with the ambition of reducing many of the impacts of poor air quality and improving the health of residents.

According to Public Health England (PHE), poor air quality is the largest environmental risk to public health in the UK. Long term exposure to man-made air pollution in the UK has an estimated annual effect equivalent to 28,000-36,000 deaths. Air pollution can lead to a variety of health problems, including cardiovascular disease and lung cancer.

In addition, a recent study by the Committee on the Medical Effects of Air Pollutants concluded there is evidence to suggest an association between ambient air pollutants and an acceleration of the decline in cognitive function often associated with ageing, and with the risk of developing dementia.

Many recent national and international studies have evidenced the increasingly negative impact of poor air quality on the lungs, brains and general health of residents.

Road vehicles are the single biggest cause of poor air quality in London. They produce nearly 50% of all harmful nitrogen oxide pollution and emit particles too small to see with the naked eye into the air we breathe.

The Clean Air Neighbourhoods programme will seek to improve the health of residents through a range of measures and public realm area improvements, including new trees, greening, sustainable drainage systems, pedestrian safety improvements, cycling facilities and traffic access restrictions. It will repurpose street space to be used by the community for play streets, community theatre and resident-led events such as street parties. As part of the broader effort to improve air quality, further measures to tackle energy use and heating demand will also be brought forward

An experimental programme of traffic restrictions will play a key role in achieving Clean Air Neighbourhoods by discouraging out-of-borough traffic from adding to air pollution by using our

streets simply to pass through the borough rather than, for example, visit friends or family or make deliveries.

The Clean Air Neighbourhood programme will play an important role in achieving Council priorities arising out of the administration's manifesto (as shown in Appendix 3), with 26 direct links and 15 indirect links.

This report details the programme and how it will be developed with residents, setting out engagement, monitoring and risks.

RECOMMENDATIONS

1. To approve the borough wide programme of Clean Air Neighbourhoods within the London Borough of Hammersmith & Fulham (Appendix 1).
2. To delegate responsibility to the Strategic Director of Environment for decision-making and defining the parameters of the Clean Air Neighbourhood programme in consultation with the Deputy Leader of the Council, Cabinet Member for Public Realm and Cabinet Member for Climate Change and Ecology.
3. To delegate responsibility to the Strategic Director of Environment to amend or modify the programme in consultation with the Deputy Leader of the Council, Cabinet Member for Public Realm and Cabinet Member for Climate Change and Ecology.
4. To delegate responsibility to the Strategic Director of Environment for implementing projects to clean the air and enhance the public realm in consultation with the Deputy Leader of the Council, Cabinet Member for Public Realm and Cabinet Member for Climate Change and Ecology.
5. To delegate responsibility to the Strategic Director of Environment to approve the making of Experimental Traffic Orders for the purpose of implementing the experimental phase of the Clean Air Neighbourhoods in consultation with the Deputy Leader of the Council, Cabinet Member for Public Realm and Cabinet Member for Climate Change and Ecology.
6. To delegate responsibility to the Strategic Director of Environment to approve the making permanent of any Experimental Traffic Orders for the purpose of implementing Clean Air Neighbourhoods subject to the outcomes of public engagement, data collection, monitoring, and analysis, in consultation with the Deputy Leader of the Council, Cabinet Member for Public Realm and Cabinet Member for Climate Change and Ecology.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	All residents will benefit from this proposal, as it is intended to cover all wards and neighbourhoods, not just a select few.
Creating a compassionate council	All residents across the Borough deserve the same opportunities to live in healthy and happy neighbourhoods.
Doing things with residents, not to them	Resident engagement is a key feature of the Clean

	Air Neighbourhood programme. Local knowledge will be invaluable in co-designing the projects.
Being ruthlessly financially efficient	Increasing the health outcomes of our residents is a worthwhile investment.
Taking pride in H&F	A whole-of-Borough approach is as innovative as it is ambitious.
Rising to the challenge of the climate and ecological emergency	Whilst the health of residents is the primary driver of this proposal, the programme will also go a long way to meeting the Council's climate and ecological emergency commitments.

Financial Impact

The introduction of the Clean Air Neighbourhood programme is expected to lead to significant non-financial benefits, including improved health and well-being, general safety of road users and the environment. It is hoped over the medium and long term that this will result in reduced financial pressure on public health, social care and the NHS.

The potential behavioural matters are complex and uncertain and therefore it is not prudent or indeed possible to assess the potential financial implications at this early stage of the policy. Any investment that will be required to implement the programme will be considered separately as the projects are developed and all these costs will be reported through the Environment Department budget and as part of the established annual and in-year financial reporting and monitoring frameworks.

Kellie Gooch, Head of Finance (Environment), 19 August 2022

Implications verified by Sukvinder Kalsi, Director of Finance, 19 August 2022

Legal Implications

- Clean Air Neighbourhood experimental schemes will be launched using Experimental Traffic Order/s under the Road Traffic Regulation Act 1984.
- Consideration will be given to whether to make the Experimental orders permanent under the 1984 Act

Poonam Rajput, Senior Solicitor, 26 August 2022

Background Papers Used in Preparing This Report

None

DETAILED ANALYSIS

Public Health

1. According to Public Health England (PHE), poor air quality is the largest environmental risk to public health in the UK. Long term exposure to man-made air pollution in the UK has an estimated annual effect equivalent to 28,000-36,000 deaths. Air pollution can lead to a variety of health problems including cardiovascular disease and lung cancer.¹
2. Several expert sources have published findings into the impact of air pollution on health.
 - The Government Office for Science has reported that “traffic-related air pollution is associated with worse pregnancy outcomes and the risk of death and exacerbation of asthma and chronic chest illnesses in children”.²
 - PHE says that people at higher risk of negative health impact due to air pollution include older people (65 years and older), children, people with cardiovascular (heart) disease and/ or respiratory (lung) disease, pregnant women, communities in areas of poor air quality, and poorer communities.³
 - The Committee on the Medical Effects of Air Pollutants (COMEAP) concluded in July that there is evidence to suggest an association between ambient air pollutants and an acceleration of the decline in cognitive function often associated with ageing, and with the risk of developing dementia.⁴
 - Imperial College’s environmental research group has highlighted the clear links between poverty and air pollution, which are already recognised by H&F Council’s Air Quality Action Plan. Imperial College says “clean air campaigners and advocates have noticed that the same geographical communities being affected by COVID-19 and inequity are also the ones showing a greater propensity to being impacted by pollution and poor air quality. Those living in areas of high deprivation show a greater vulnerability, which is especially pronounced amongst the BAME residents within these deprived communities”.⁵
3. PHE has also note that “In 2010, the Environment Audit Committee considered that the cost of health impacts of air pollution was likely to exceed estimates of £8 to 20 billion”.⁶
4. Current dispersion modelling by the London Atmospheric Emissions Inventory of the annual mean concentrations across Hammersmith & Fulham of the air pollutants nitrogen dioxide (NO₂) and fine particulate matter (PM_{2.5}) indicates that the majority of residential areas, schools, hospitals and care homes are located in areas of the borough in which there are exceedances of the annual mean World Health Organisation air quality guideline values for NO₂ of 10 ug/.m-3 and for PM_{2.5} of 5ug/m-3. ⁷ (See Appendix 4).
5. In September 2021 WHO updated their guidelines for the first time since 2005. Guidelines for PM₁₀, PM_{2.5}, and nitrogen dioxide were substantially reduced from their previous levels. The table below compares these with the mean UK limits.

¹ [H&F air pollution factsheet \(lbhf.gov.uk\)](https://www.lbhf.gov.uk/air-pollution-factsheet)

² [Future of mobility: inequalities in mobility and access in the UK Transport System \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/614442/future-of-mobility-inequalities-in-mobility-and-access-in-the-uk-transport-system.pdf)

³ [H&F air pollution factsheet \(lbhf.gov.uk\)](https://www.lbhf.gov.uk/air-pollution-factsheet)

⁴ [Cognitive decline, dementia and air pollution: A report by the Committee on the Medical Effects of Air Pollutants \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/614442/cognitive-decline-dementia-and-air-pollution-a-report-by-the-committee-on-the-medical-effects-of-air-pollutants.pdf)

⁵ [Pollution and Poverty \(imperial.ac.uk\)](https://www.imperial.ac.uk/pollution-and-poverty)

⁶ [Health matters: air pollution - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/health-matters-air-pollution) last accessed 18.8.22

⁷ [LAEI 2019 - Borough Air Quality Data for LLAQM - London Datastore](https://www.london.gov.uk/llaqm)

Annual mean UK limits against the WHO guidelines

Pollutant	UK Limit Value (ug/m-3)	WHO guideline (ug/m-3)	Averaging period
Nitrogen Dioxide (NO ₂)	40	10	Annual
PM2.5 Particulates	25	5	Annual
PM10 Particulates	40	15	Annual

Clean Air Neighbourhood

6. At its heart, a Clean Air Neighbourhood is a comprehensive Public Health initiative with the ambition of reducing many of the impacts of poor air quality and improving the health of residents.
7. During the first phase of developing Clean Air Neighbourhoods, the Council will seek to make many neighbourhood-level public realm improvements, including but not limited to:
 - Introduction of additional street trees and greening with native species to encourage biodiversity
 - Flood mitigation measures
 - Parklets / pocket parks
 - Reducing the impact of out-of-borough traffic (initially on an experimental basis)
 - Reducing the air quality impact of PM2.5 emissions from wood burning stoves
 - Localised walking and cycling improvements
 - Tackling energy and heating demand.
8. Road vehicles using non-renewable fuel are the single biggest cause of London's nitrogen oxide air pollution. They produce nearly 50% of all nitrogen oxides and emit tiny particles of rubber and metal (PM10, PM2.5) - too small to see with the naked eye - into the air we breathe.
9. Road traffic and many issues related to high traffic volumes, such as congestion and pollution, have been a long-standing concern amongst H&F residents and the wider community.
10. The successful implementation of Clean Air Neighbourhoods will rely on ongoing open and transparent engagement with residents, significant data collection and the delivery of successful public realm improvements.

South Fulham Clean Air Neighbourhood

11. A previous traffic, congestion and pollution reduction scheme launched in the South Fulham (east) residential area has helped to inform the development of the Clean Air Neighbourhood proposal.
12. Numerous public realm improvements have been developed alongside the scheme in collaboration with resident groups.
13. Data obtained during this scheme have demonstrated a significant improvement in air quality and reduction in total traffic volumes across the area.
 - Air quality on residential streets previously used as through-routes has improved and an associated improvement in air quality across the whole area has been observed.

- Across whole South Fulham as a whole, traffic has reduced by approximately 23 per cent since the scheme's launch in July 2020. This equates to bringing down the number of trips by motorists by 8,000 per day and has contributed significantly to the removal of at least one tonne of CO2 per day from the area.
 - Traffic has also reduced by 75 per cent on local streets in the east and by 12 per cent on Wandsworth Bridge Road.
14. A decision to make the experimental South Fulham (east) scheme permanent and subsequently launch an experimental traffic, congestion and pollution reduction scheme in the South Fulham (west) area was taken at a Cabinet meeting held in December 2021, and officers were given delegated authority to proceed.
 15. The Clean Air Neighbourhoods programme is thus an evolution of the South Fulham traffic, congestion and pollution reduction scheme with the aim of tackling public health and air quality. The experimental South Fulham (west) scheme will contain a wider range of public realm measures as set out above.

Project Development Approach

16. Roads in Hammersmith & Fulham have long suffered from high volumes of traffic, with studies estimating that approximately 85 per cent of traffic volumes on local streets is due to vehicles passing right through the borough. These trips take place without stopping to visit homes, make deliveries or access shops, services or facilities in the borough.
17. This through-traffic is acknowledged to be a primary cause of the borough's poor air quality. To address this, the Council has developed an outline programme for experimenting with Clean Air Neighbourhood projects which builds on the successful pilot project in South Fulham (east) to improve air quality and the health of our residents across the whole borough.
18. The traffic-limiting element of this will operate via Experimental Traffic Orders, which will restrict traffic emanating outside the borough from using streets within the Clean Air Neighbourhoods. These restrictions will not apply to residents but only to those from outside the borough. "Smart" cameras will be used to identify resident and non-resident vehicles through number plate recognition technology. It is expected that the introduction of these measures will lead to a permanent reduction in traffic volumes and the opportunity to make lasting public realm improvements.
19. H&F residents and key "permitted vehicles", such as buses, taxis, emergency services, and waste vehicles, will be unaffected by the access restrictions and will be able to pass through the cameras and move around the area without incurring a penalty. We will work with navigation tool providers to ensure delivery and licensed passenger services will be correctly routed within the neighbourhoods.

School Streets Plus Development Approach

20. The Council has investigated the application of school streets across London. Whilst there are clear benefits to individual school streets, the possible displacement needs to be considered, as do the parking impacts on neighbouring roads caused by many parents and carers still endeavouring to drive children to locations as close to the school as they can.

21. For each possible school location, context and area are key. All factors need to be considered, along with the appropriateness of further measures after the bedding-in period usual for any experimental traffic management project.
22. By implementing a Clean Air Neighbourhood programme, the Council can improve air quality across the borough while tackling traffic concerns and volumes. These improvements can be enhanced by further measures to be considered.
23. The Council has carried out eleven school air quality audits and engaged with the schools on enhancing the public realm and assisting in reducing the carbon footprint from school operations. The council will continue working with schools to undertake air quality audits and implement the recommendations arising from these.
24. Further measures can include extensive awareness and events campaigns, further traffic calming, and provision of more street or dwell furniture, greening, trees and parklets, along with Sustainable Urban Drainage Systems, wider pavements, safer crossing facilities and targeted air quality improvement pilots and trials.
25. The Council will also investigate installing air purifiers and green vegetation barriers around external playgrounds, following positive results in pilot studies at three London schools conducted by the Global Centre for Clean Air Research, University of Surrey.
26. Schools will be provided with extensive support with events such as playstreets, street parties and themed street theatre, in addition to further awareness, cycling, walking and scooter safety training, plus personalised travel planning and travel action planning to help schools encourage more sustainable travel behaviour by parents.

Main Road Management

27. The Clean Air Neighbourhood projects is principally intended to remove the majority of out-of-borough vehicle traffic from local residential streets but we expect it to improve the air across the area and benefit all roads over time.
28. After a bedding-in period which may see a potential increase in traffic on boundary roads, a possible extension of peak times and some displacement from the wider area, overall traffic volumes are expected to settle over time.
29. The Council will explore all possible steps to ensure that all residents benefit from the Clean Air Neighbourhood programme, including those who live on boundary roads. We will introduce a range of measures that we expect will lead to an overall improvement in air quality and reduction in traffic on all main roads across the borough.
30. Measures under consideration would include:
 - Introduction of bus priority lanes
 - Widened footpaths
 - Cycling infrastructure
 - Trees and greening
 - Integrating sustainable drainage and flood mitigation.

Reasons for Decision

31. The aim of the Clean Air Neighbourhoods is to improve local air quality by undertaking a series of steps which include achieving a significant reduction in total traffic volumes. The major routes through Hammersmith and Fulham continue to be blighted by high volumes of

commuter traffic passing through without stopping. More and more people rely on SatNavs, such as Google Maps and Waze, which encourage motorists to drive through our residential roads.

32. The Clean Air Neighbourhood projects will make significant progress towards achieving the Council's policy agenda for Public Health and the Climate Emergency, and the Council's priorities, with 26 direct links and 15 non direct links (see Appendix 3).
33. Working with resident groups and engaging the wider community on project development proposals helps the Council to build a better understanding of local issues and proposals and design tailored and specific projects to best address the concerns of local communities.
34. The projects can be amended, altered or abandoned without significant capital investment on infrastructure or making permanent changes to the road network.
35. The collection of real-time data during the project will inform decision making. Any future recommendation to make a project permanent or to abandon a project will need to be based on data and feedback collected during the project.

Equality Implications

36. At this stage, the Council is considering solely whether to approve the outline programme. As the specific schemes are developed in greater detail, further consideration will be given to the potential equalities impacts and a specific EQIA will be carried out for each Experimental Traffic Order. The equalities impact of each scheme will be further monitored and assessed following the implementation of the experimental orders and considering the consultation that will take place at that stage before any decision as to whether any of the schemes should be made permanent is taken (Appendix 5).

Climate and Ecological Emergency Implications

37. Clean Air Neighbourhood projects are likely to contribute positively to achieving Climate Change targets by significantly reducing total traffic volumes and carbon emissions in an area.
38. The existing South Fulham (east) scheme is considered to have made a significant positive contribution towards tackling the Climate and Ecological Emergency due to improvements in air quality following a demonstrable reduction in traffic volumes. By making this scheme permanent, the Council has ensured the positive contributions are maintained and contributed to the realisation of the longer-term aspiration of reallocating road space for greening, biodiversity and flood alleviation measures.
39. As noted above, across whole South Fulham as a whole, traffic has reduced by approximately 23 per cent since the scheme's launch in July 2020. This equates to bringing down the number of trips by motorists by 8,000 per day and has contributed significantly to the removal of at least one tonne of CO₂ per day from the area. We would expect to see similar benefits across all of these new Clean Air Neighbourhoods.
40. Depending on the outcome of the experimental phase, projects could lead to permanent projects being introduced in the borough to achieve long term improvements to air quality by reducing vehicle emissions.

Implications verified by Hinesh Mehta, Head of Climate Change, 15 August 2022

Risk Management Implications

41. The report sets out that poor air quality is the largest environmental risk to public health in the UK, with exposure to man-made air pollution estimated to lead to 28,000-36,000 deaths annually, as well as to a variety of health problems including cardiovascular disease and lung cancer. The report notes an Office for Government Science report which states that “traffic-related air pollution is associated with worse pregnancy outcomes and the risk of death and exacerbation of asthma and chronic chest illnesses in children”. In addition, research carried out by Imperial College highlights the clear links between poverty and air pollution.
42. The report recommends approval of a significant investment to tackle these issues, with a number of proposed actions to be carried out at pace. These actions are intended to tackle the risks to residents, particularly those who are vulnerable.
43. Officers will need to review the impact of the Experimental Traffic Orders and other measures to ensure they secure improvements in air quality, as well as considering any unintended consequences on other local areas within the borough (whether this be residents or local businesses). This will enable the Council to make best use of the investment and maximise the benefits for residents’ health.

David Hughes, Director of Audit, Fraud, Risk and Insurance, 15 August 2022

Coproduction, Engagement and Monitoring

44. The Council believes in undertaking open and genuine engagement with residents and stakeholders regarding any changes within the borough. Local community groups will be invited to provide input into the development of proposals. Officers will seek out community insights and issues from residents’ associations in targeted areas prior to the launch of experimental schemes. This has already begun in South Fulham (west) and Brackenbury.
45. The Clean Air Neighbourhoods will be introduced as a series of experimental projects, implemented by way of Experimental Traffic Orders, so as to ensure public engagement takes place during the experimental phase of the project.
46. It is expected to take three to six months to work through initial project details, working with resident groups and building a shared understanding of project parameters over several meetings.
47. It can take upwards of three months from project launch for the initial peak in contraventions for camera enforced projects to settle and up to six months for a project to settle and achieve the traffic reduction levels expected, with related improvements in air quality. This period is also key in ensuring residents develop an understanding of the project.
48. The Council will follow all statutory requirements and guidance required for the making, implementation, consultation and monitoring of Experimental Traffic Orders.
49. Experimental projects can run for up to 18 months by law. During this period, the project team will collect data and feedback received as part of the consultation and analyse the results, followed by a report on findings and recommendations for each project.
50. During the experimental period, the project team will continue to work with key stakeholders including residents and businesses in each area to refine the project as appropriate.
51. As a result of the consultation exercises undertaken during the South Fulham (east) pilot project and by listening to residents’ views, the Council made the following improvements:

- Increased ease of access for visitors and required services
- Working with local businesses to ensure they can still undertake business needs
- Improving communication between Council and SatNav providers
- Enhanced and clearer signage
- Improved use and understanding of RingGo and access processes

52. The Council will undertake significant traffic and air quality data collection to help inform discussions and interventions. Officers will continue to collect, monitor, and report on these metrics throughout the trial period.

LIST OF APPENDICES

Appendix 1 – Delivery programme and key dates

Appendix 2 – Clean Air Neighbourhoods map

Appendix 3 – Alignment with Council commitments

Appendix 4 – Hammersmith & Fulham Air Pollutant Concentration Maps

Appendix 5 – Equalities Impact Assessment

Appendix 1 – Delivery Programme and Key Dates

The below table sets out a high-level outline of the proposed timeline for implementation on an area-by-area basis. These areas are loosely based up to the borough plan in Appendix 2.

As we are setting an ambitious target of delivering this programme across the whole borough in under two years, we will also act on a range of local factors including but not limited to resident demand for areas of air quality, traffic monitoring and resident engagement.

Indicative programme

Phase	Area	Proposed implementation date of Clean Air Neighbourhood
1	<ul style="list-style-type: none">• South Fulham (east and west)• Brackenbury	November 2022
2	<ul style="list-style-type: none">• Barons Court• Brook Green	April 2023
3	<ul style="list-style-type: none">• Cathnor Park• Caxton Village• Hammersmith TC• North End Road• Ravenscourt Park• Riverwalk• Wendell Park• White City• Wormholt Park• Wormwood Scrubs	June 2023 – July 2024

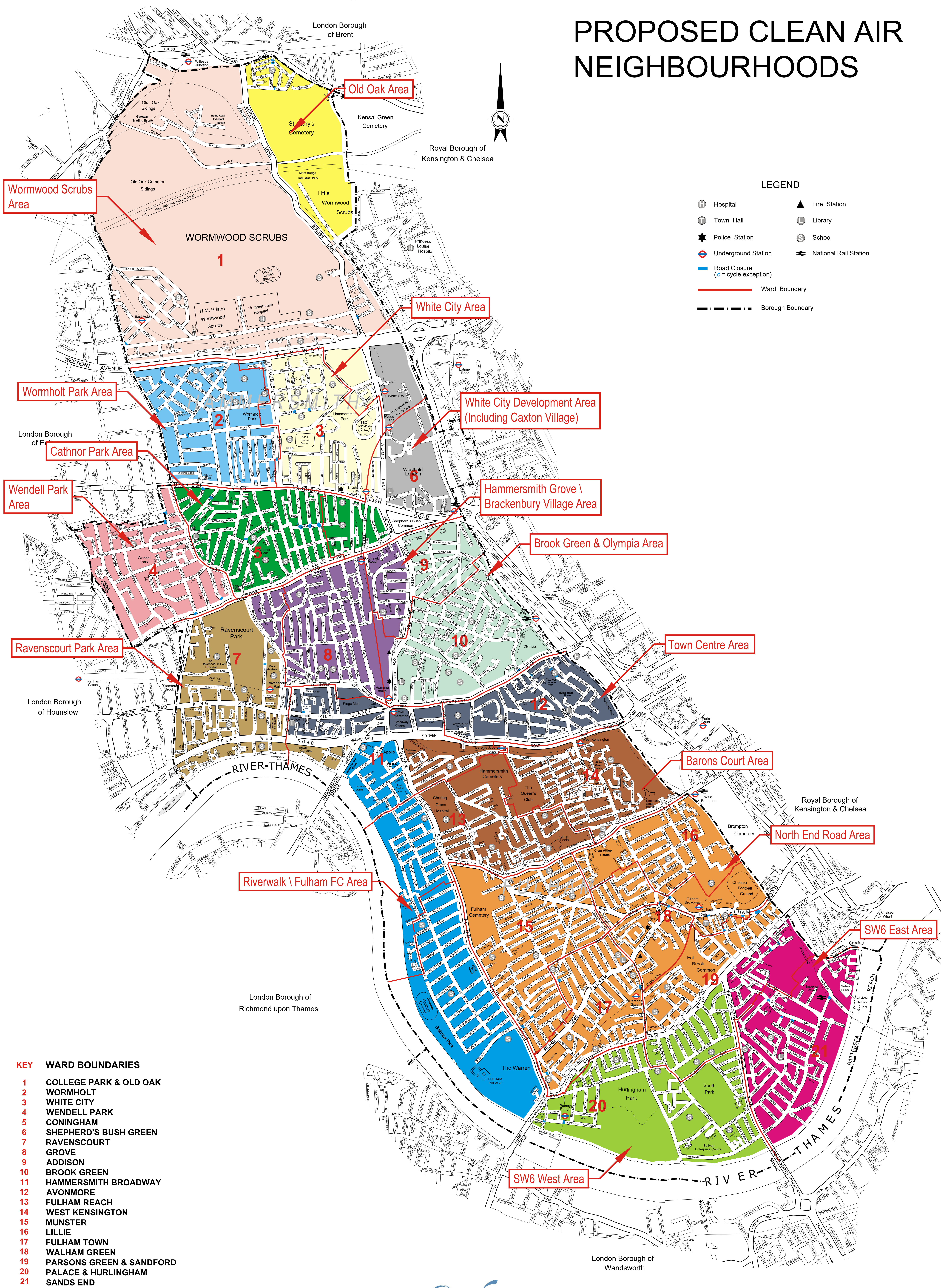
Programme Notes

- There will be an approximately nine-month process to begin traffic monitoring, develop schemes and implement the experimental phase of a project.
- Three months after implementation of a Clean Air Neighbourhood, the need for a school street will be assessed and actioned
- Experimental Traffic Order trials can last between 6 and 18 months before a decision must be taken by law.

- Monitoring and engagement with residents and councillors will continue throughout the process.
- We will ideally seek to introduce public realm improvements, main road treatments and other neighbourhood enhancements in parallel, subject to funding.

London Borough of Hammersmith & Fulham

PROPOSED CLEAN AIR NEIGHBOURHOODS



Appendix 3 – Council Commitments

Council priorities	Alignment / Relationship	Clean Air Neighbourhood Comments
Clean the borough's air, enhance its environment, expand its arts and leisure and make H&F the best place to live in a major city.	Direct link	This is the main basis for all Clean Air Neighbourhood projects / proposals
With residents' support, organise community street theatre in local neighbourhoods to strengthen community relationships, improve community resilience and make neighbourhoods happier places to live. Will include a play in Brackenbury village.	Direct link	By reducing the impact and volume of traffic within our neighbourhoods we can explore repurposing this space to create opportunities for a range of events, activities
Take bold measures to remove CO2 from the air in all the neighbourhoods across our borough and we will act to cut NOx pollution and bring the borough in line with the new World Health Organisation threshold of 20 ugm3.	Direct link	This is basis for all Clean Air Neighbourhood projects / proposals
<p>Improve the public realm to make it a better place for people to shop, eat, drink, relax and enjoy local arts and facilities.</p> <p>Including coordinating a vision for our high streets as experience destinations and community hubs, supporting budding, local SMEs to use pop-up and 'meanwhile' spaces, e.g. Friday and Saturday night food courts; asking residents what they'd like to see and use nearby to inform developers and business owners, helping to cluster popular businesses and industries; support the revival of nightlife, with more (well managed) late licenses in non-residential areas; develop new partnerships with municipalities and innovation districts around the world.</p>	Direct link	By reducing the impact and volume of traffic within our neighbourhoods we can explore repurposing this space to create opportunities for a range of events, activities and public use.
Maintain a parking policy targeted at non-residents.	Direct link	Reduction in opportunities for out of borough
Develop an ongoing programme of public visual art, making use of our parks, public spaces and public buildings to promote the borough as a major artistic and cultural environment.	Direct link	By reducing the impact and volume of traffic within our neighbourhoods we can explore repurposing this space to create opportunities for a range of events, activities
Work with residents to implement healthy school streets and we will challenge schools that fail to encourage parents not to use motor vehicles to drop their children off. We will encourage schools to take students who live locally.	Direct link	By reducing the impact of high traffic volumes, we will create opportunities for mode shift and active travel infrastructure.
Work with private landlords to green their properties and ensure they meet energy efficiency standards.	Indirect link	
Deliver our new, locally-focused strategy to tackle Violence Against Women and Girls.	Indirect link	By reducing the impact and volume of traffic within our neighbourhoods we can explore repurposing this space to create opportunities for a range of events and activities
Design out crime, making design that minimises drug use and dealing a core component of	Indirect link	Through a range of public realm improvements made

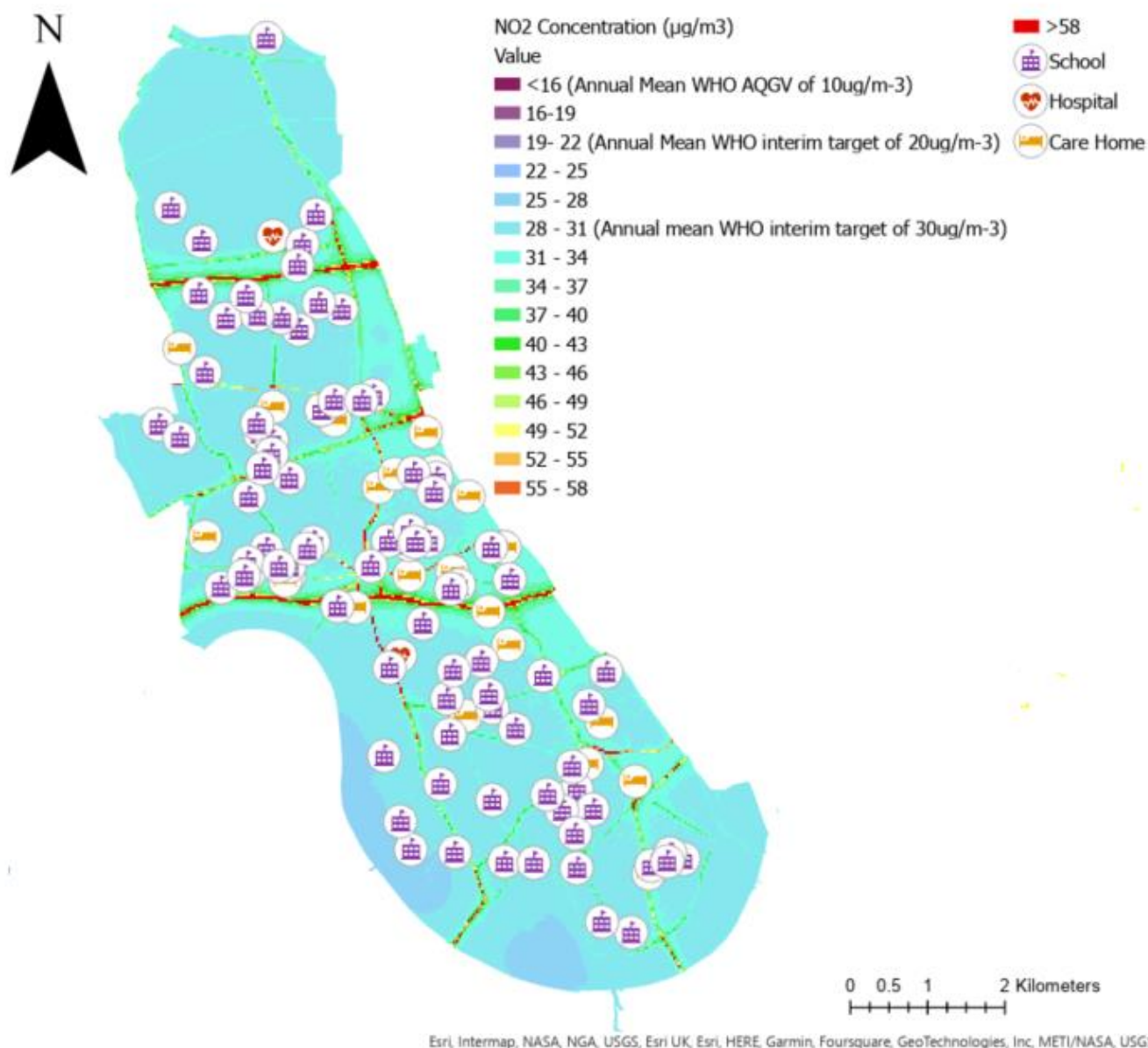
planning approval		possible by the programme, our streets and neighbourhoods can be made safer and more enjoyable for all.
Introduce emissions-based residents' parking, which will reduce parking fees for many residents and include free parking for clean vehicles outside of high-volume neighbourhoods and rush hour and school-run traffic.	Indirect link	Proposal will seek to reduce the total number of "dirty or polluting" resident-owned vehicles
Improve and implement our Clean Air Strategy across the borough, building on the work of the resident-led Air Quality Commission.	Direct link	This is basis for all Clean Air Neighbourhood projects / proposals
Continue to consult widely with residents and local businesses and work with them to expand projects which improve air quality by reducing traffic, congestion and pollution.	Direct link	This is basis for all Clean Air Neighbourhood projects / proposals
Expand our air quality monitoring network as part of our Clean Air Strategy.	Direct link	This is fundamental for all Clean Air Neighbourhood projects / proposals
Continue to ensure the borough contains the highest density/largest number of electric vehicle (EV) charging points per head in Britain.	Direct link	Proposal will seek to reduce the total number of "dirty or polluting" resident owned vehicles
Ensure at least one EV charging point in every street in the borough, matching supply with demand via an easy-to-log registered interest in buying electric cars.	Direct link	Proposal will seek to reduce the total number of "dirty or polluting" resident-owned vehicles
Work with providers and develop our own schemes to bring down the price of electric vehicle charging.	Direct link	Proposal will seek to reduce the total number of "dirty or polluting" resident-owned vehicles
Introduce a sustainable transport strategy with active travel at the forefront: more pocket parks, traffic calming, bike hangars and safe cycle paths; better crossings and pedestrian safety; and a cycling/walking campaign.	Direct link	By reducing the impact of high traffic volumes, we will create opportunities for mode shift and active travel infrastructure.
Introduce high quality, segregated cycle lanes. We will encourage the Mayor of London to run a cycle lane down the A4 and take other measures to make cycling safer.	Direct link	By reducing the impact of high traffic volumes, we will create opportunities for mode shift and active travel infrastructure.
Improve pedestrian safety and take action to encourage more courteous cycling.	Direct link	By reducing the impact of high traffic volumes, we will create opportunities for mode shift and active travel infrastructure.
Install more cycle storage and more green roofs on our estates and create wildlife-friendly green spaces there.	Indirect	Encourages active and sustainable travel across the borough
Review safe walking routes to schools, making sure every school has safe crossings to its main entrance.	Direct link	By reducing the impact of high traffic volumes, we will create opportunities for mode shift and active travel infrastructure.
Increase the numbers of street trees and continue the policy of giving free trees to residents.	Direct link	By reducing the impact of high traffic volumes, we will create opportunities for additional "greening the grey" and street streets
Continue our 'greening the grey' policy of removing tarmac and paved areas to increase green planting and reduce flooding.	Direct link	By reducing the impact of high traffic volumes, we will create opportunities for additional greening the grey and street

		streets
Implement further sustainable drainage systems (SuDS) and flood reduction and mitigation schemes.	Direct link	By reducing the impact of high traffic volumes, we will create opportunities for much needed SuDs
Support businesses to use electric vehicles and 'last mile' delivery options.	Indirect link	Proposal will seek to reduce the total number of "dirty or polluting" resident-owned vehicles
Re-introduce native flora in our parks and open spaces.	Direct link	By reducing the impact of high traffic volumes, we will create opportunities for additional greening the grey and street streets
Plant more 'tiny forests'.	Direct link	By reducing the impact of high traffic volumes, we will create opportunities for additional greening the grey and street streets
Better promotion of zero emissions active travel, walking and cycling wherever possible;	Direct link	By reducing the impact of high traffic volumes, we will create opportunities for mode shift and active travel infrastructure.
Promoting more net zero last mile delivery services – e.g. using cargo bikes and electric delivery vehicles.	Indirect link	Further opportunities for last mile improvements will be enabled by this proposal.
Developing our neighbourhoods for the future to make us more adaptable and resilient to climate change.	Direct link	This is basis for all Clean Air Neighbourhood projects / proposals
Seek to improve residents' health and wellbeing in all we do, such as improving air quality.	Direct link	By reducing the impact of high traffic volumes, we will create opportunities for mode shift and active travel infrastructure.
Pair up with a major delivery company to deliver all parcels by neighbourhood, improving our roads and air by significantly reducing the volume of delivery vehicle traffic.	Indirect link	Proposal will seek to reduce the total number of "dirty or polluting" resident-owned vehicles
Ensure the electrification of the waste collection fleet.	Indirect link	Proposal will seek to reduce the total number of "dirty or polluting" resident-owned vehicles
Ensure that there are state-of-the-art sports facilities and clubs in every corner of the borough – ideally no more than a 20-minute walk away – to include a Hurlingham Park refurbishment and enhancement of Wormwood Scrubs.	Indirect link	Proposal will seek to reduce the need to use a private vehicle and encourage active travel.
Increase the number of native trees grown in the borough.		
Extend the 20mph speed limit across all the borough's roads	Indirect	Reducing the speed of traffic will over time reduce the attractiveness of driving through the borough
Work with RingGo to make it possible for personal visitors and tradespeople to pay for discounted visitor parking themselves instead of the resident and look at enabling residents to pay for their visitors to park where there is a space on any neighbouring street, not just at specified locations.	Indirect link	Proposal will seek to simplify the residents and visitor access to clean air neighbourhoods
Review how well the RingGo App meets residents' needs and will discuss with RingGo and	Indirect link	Proposal will seek to simplify the residents and visitor access

other councils who use the system how improvements can be introduced, such as a pre-paid voucher alternative. Insist that Ringo makes users aware that they will be charged for text updates.		to clean air neighbourhoods
Deliver more regular information to residents' homes about how RingGo operates and do the same for parking controls and traffic schemes to improve air quality.	Indirect link	Proposal will seek to simplify the residents and visitor access to clean air neighbourhoods
Work with and consult widely with residents to deliver supported schemes such as the Better Brackenbury project.	Direct link	This is basis for all Clean Air Neighbourhood projects / proposals
Work with residents to put on events such as community concerts, parties, food markets, street theatre, tea dances.	Indirect link	By reducing the impact and volume of traffic within our neighbourhoods we can explore repurposing this space to create opportunities for a range of events, activities

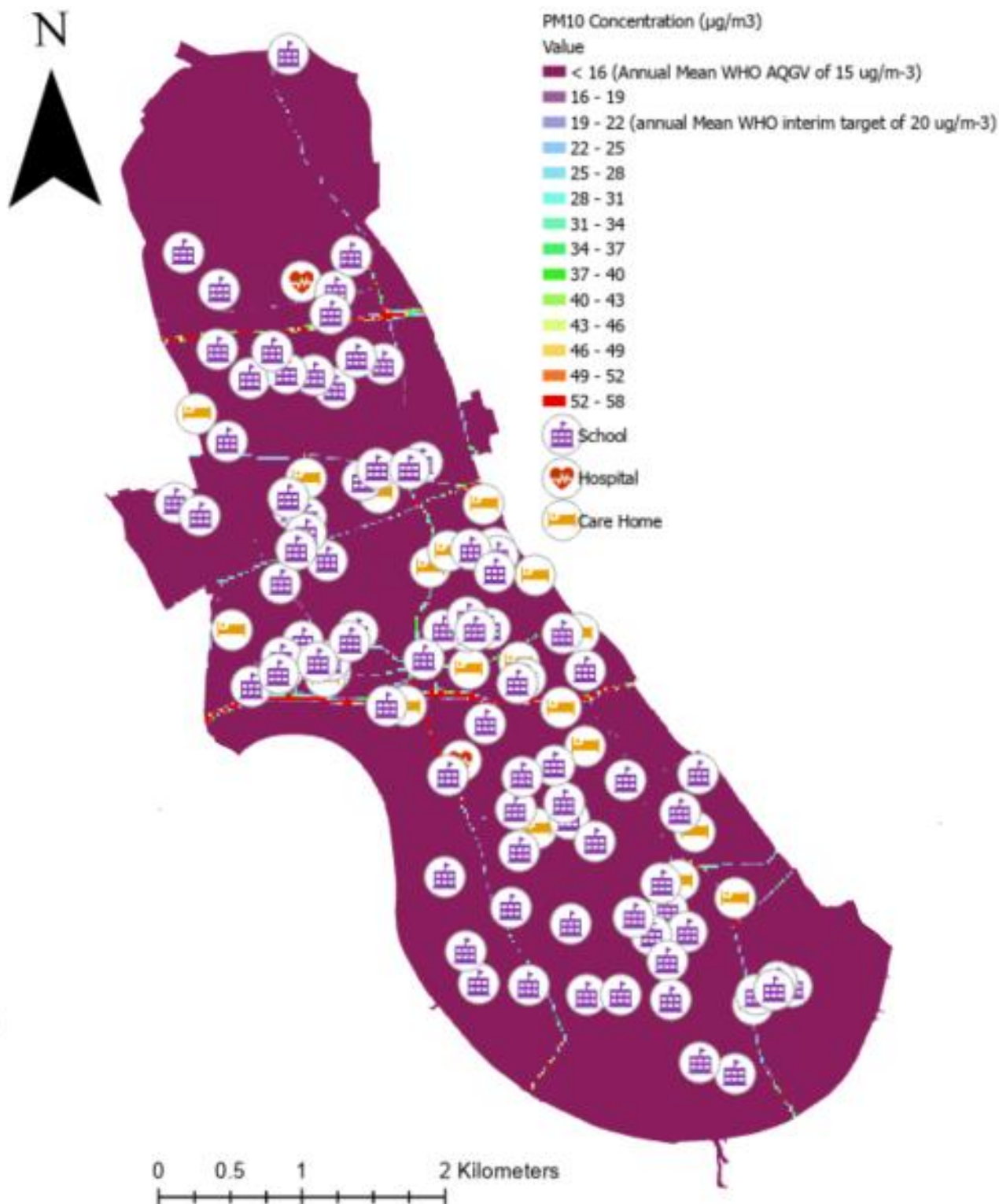
APPENDIX 4 - HAMMERSMITH & FULHAM AIR POLLUTANT CONCENTRATION MAPS

Nitrogen Dioxide (NO₂) Concentration in Hammersmith & Fulham with locations of Schools, Hospitals and Care Homes shown. NO₂ Concentration is modelled on LAEI 2019 ground level concentrations of annual Mean NO₂ Concentration in µg/m³ (microgramme per cubic metre) at 20m grid resolution.



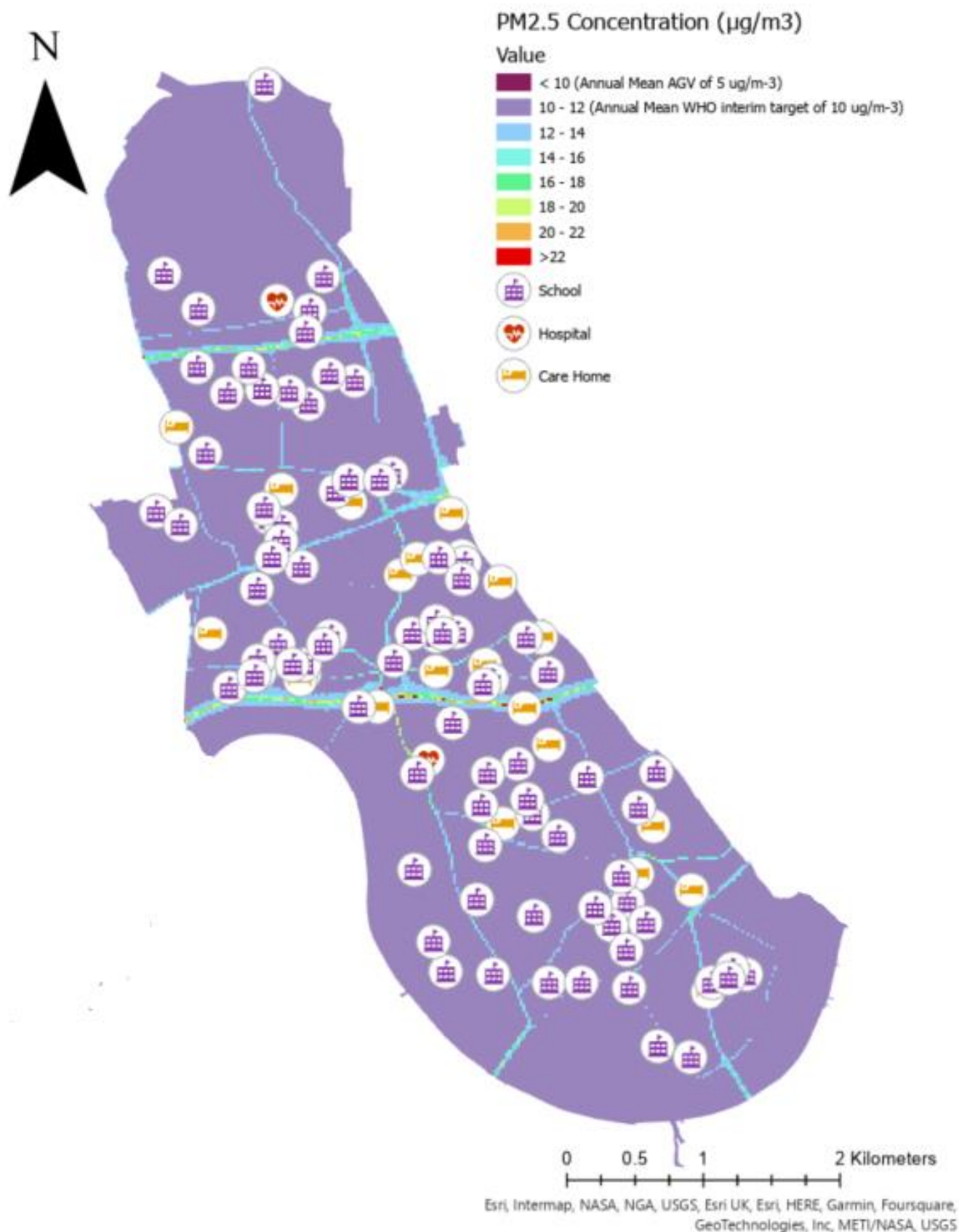
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PM₁₀ Concentration in Hammersmith & Fulham with locations of Schools, Hospitals and Care Homes shown. PM₁₀ Concentration is modelled on LAEI 2019 ground level concentrations of annual Mean PM₁₀ Concentration in $\mu\text{g}/\text{m}^3$ (microgramme per cubic metre) at 20m grid resolution.



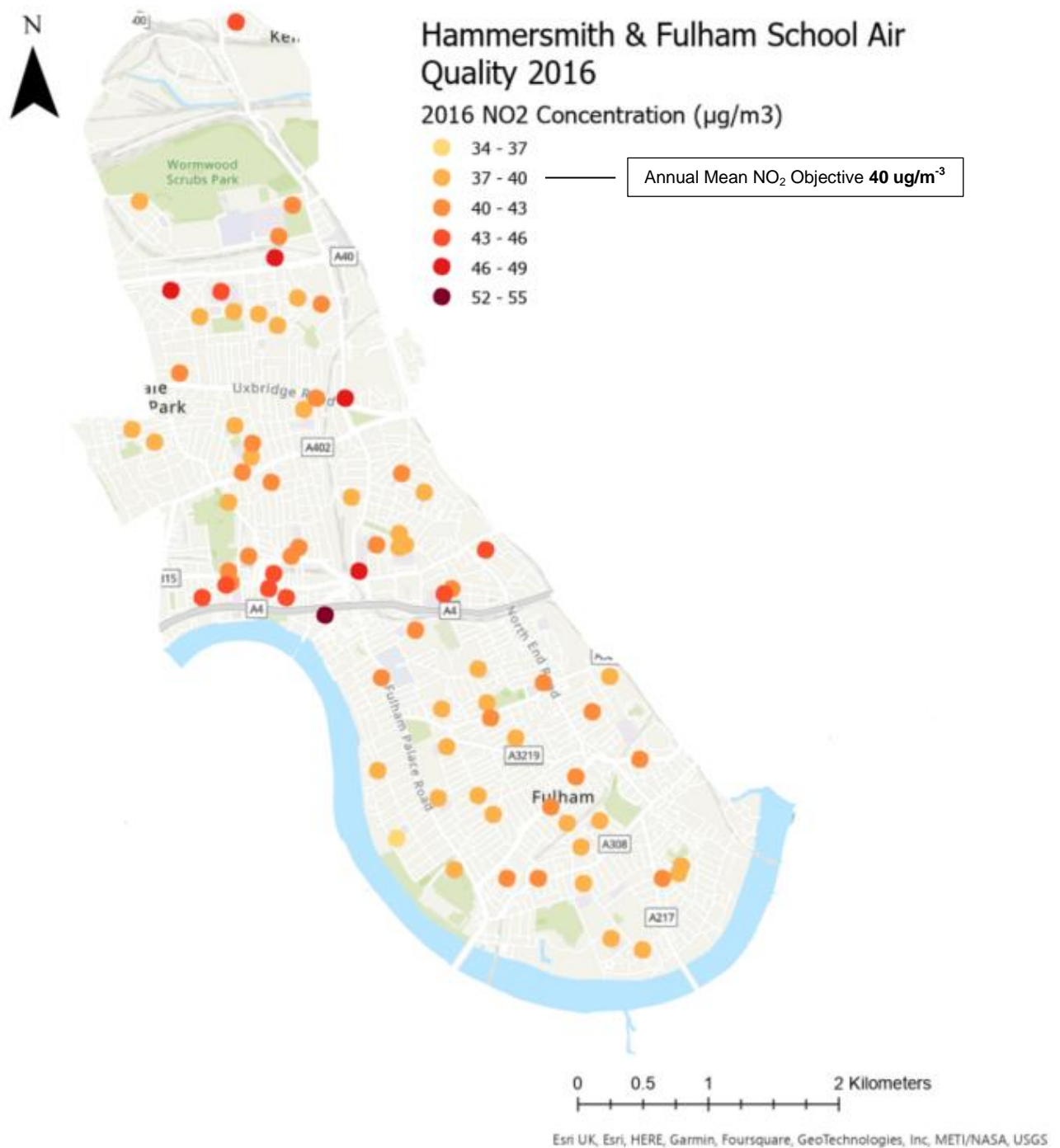
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PM_{2.5} Concentration in Hammersmith & Fulham with Location of Schools, Hospitals and Care Homes Shown. PM_{2.5} Concentration is modelled on LAEI 2019 ground level concentrations of annual Mean PM_{2.5} Concentration in $\mu\text{g}/\text{m}^3$ (microgramme per cubic metre) at 20m grid resolution.



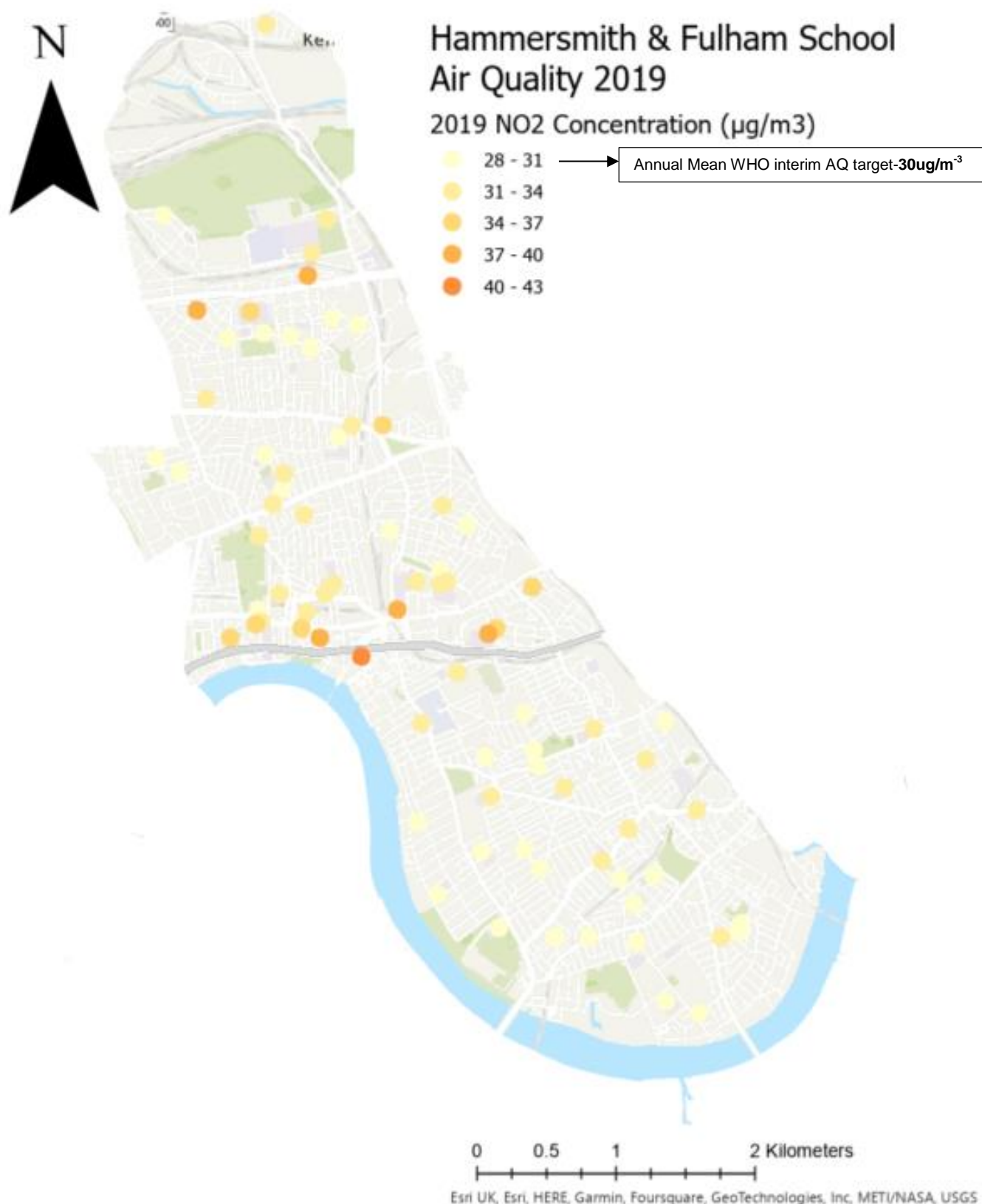
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LAEI 2016 Modelled Annual Mean Nitrogen Dioxide (NO₂) Concentration as of 2016 in schools located in Hammersmith & Fulham.



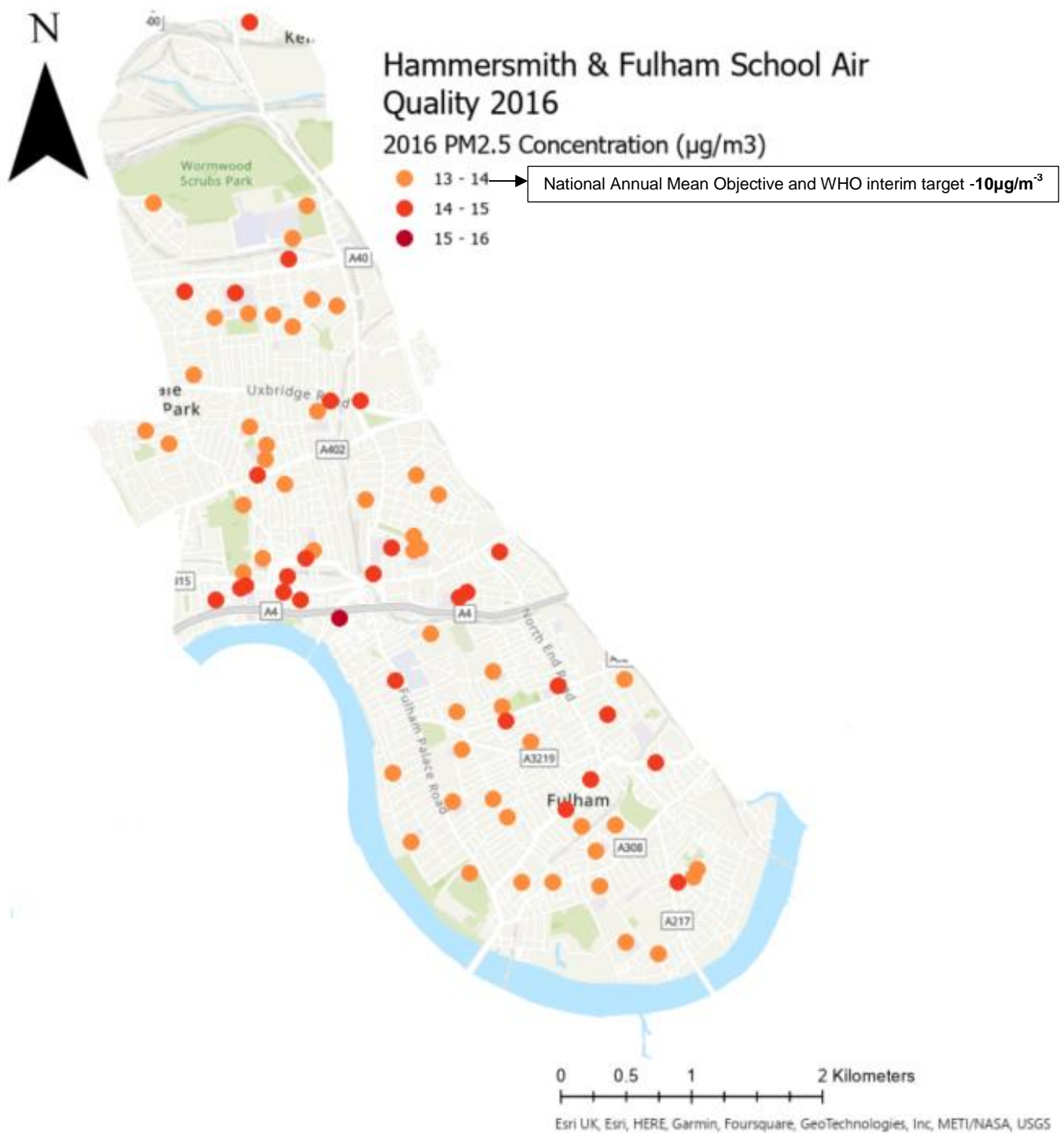
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LAEI 2019 Modelled Annual Mean Nitrogen Dioxide (NO₂) Concentration as of 2019 in schools located in Hammersmith & Fulham.



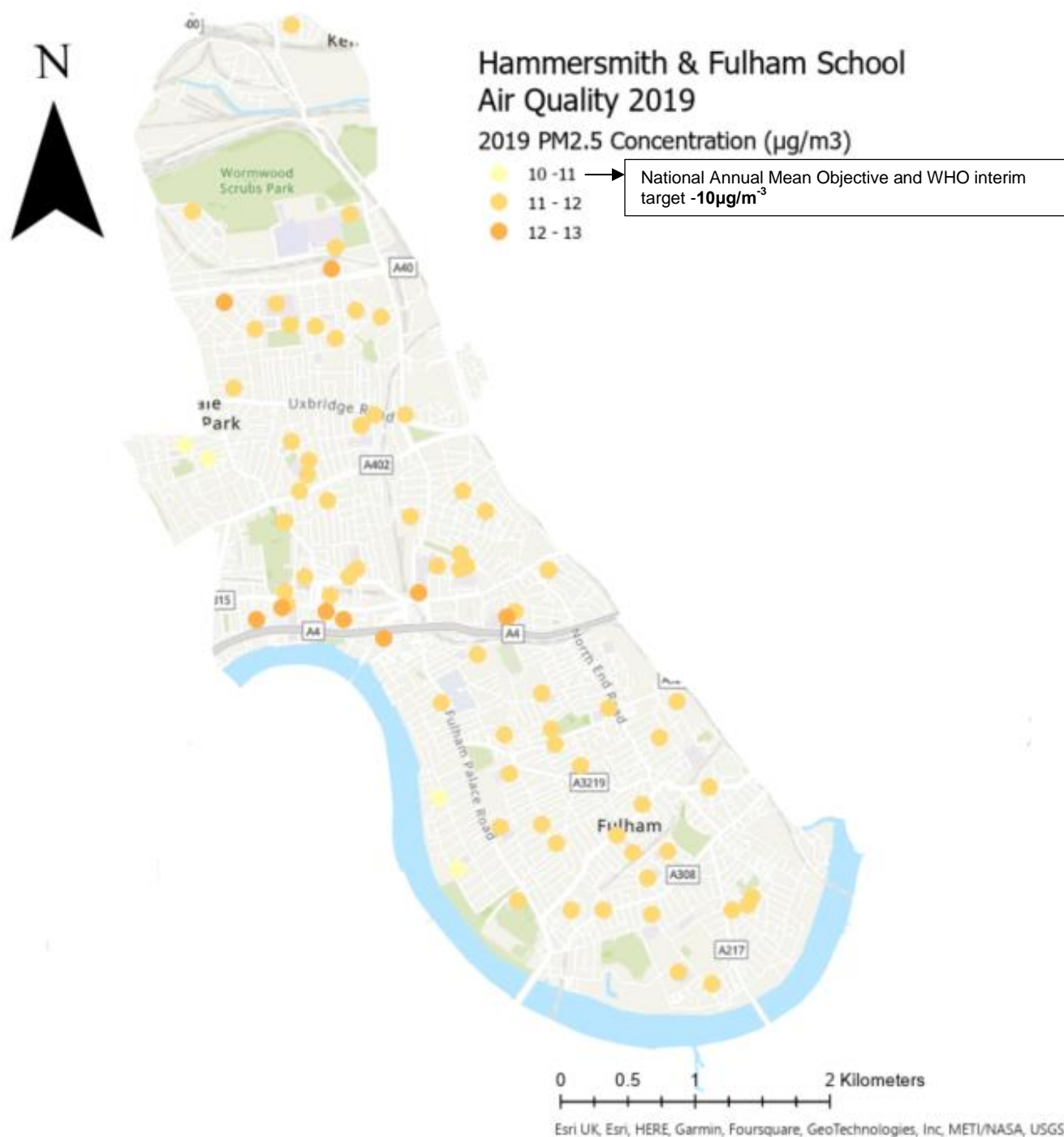
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LAEI 2016 Modelled Annual Mean PM2.5 Concentration as of 2016 in schools located in Hammersmith & Fulham.



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LAEI 2019 Modelled Annual Mean PM_{2.5} Concentration as of 2019 in schools located in Hammersmith & Fulham.



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Appendix 5 - H&F Equality Impact Analysis 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:

- 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	2021/22 – Q3
Name and details of policy, strategy, function, project, activity, or programme	<p>Title of EIA: Borough Wide Clean Air Neighbourhood Programme</p> <p>Short summary: A Clean Air Neighbourhood is a comprehensive Public Health and Transport initiative with the ambition to reduce many of the impacts of poor air quality and improve the health of residents. This programme will not only seek to improve the health of our residents, but also introduce significant public realm area improvements in these neighbourhoods. Such as trees, greening sustainable drainage systems, pedestrian safety improvements, cycling facilities and traffic access restrictions.</p> <p>We will repurpose street space to be used by the community for play streets, community theatre or events such as street parties. As part of the broader effort to improve air quality, further measures to tackle the energy use and heating demand will also be brought forward</p>
Lead Officer	<p>Name: Masum Choudhury</p> <p>Position: Head of Transport</p>
Date of completion of final EIA	09/09/2022

Section 02	Scoping of Full EIA						
Plan for completion	<p>Timing: September 2022</p> <p>Resources: Transport & Parking Services</p>						
Analyse the impact of the policy, strategy, function, project, activity, or programme	<p>Analyse the impact of the policy on the protected characteristics (including where people / groups may appear in more than one protected characteristic). You should use this to determine whether the policy will have a positive, neutral, or negative impact on equality, giving due regard to relevance and proportionality.</p> <table border="1" style="width: 100%;"> <thead> <tr> <th>Protected Characteristic</th><th>Analysis</th><th>Impact:</th></tr> </thead> <tbody> <tr> <td style="height: 40px;"></td><td></td><td></td></tr> </tbody> </table>	Protected Characteristic	Analysis	Impact:			
Protected Characteristic	Analysis	Impact:					

	Age	Reduced congestion and traffic have been found to improve local air quality and therefore reduce the associated health risks – this is especially notable for the elderly and young children.	Positive
	Age	Clean Air Neighbourhoods is likely to bring positive impacts to young children, with reduced traffic reducing road risks through rat running.	Positive
	Age	Clean Air Neighbourhoods will promote active travel, encouraging people to take up cycling and walking as a mode of travel, improving exercise and health. This is particularly relevant to school aged children and those of working age when travelling to local services.	Positive
	Age	Increases in traffic flows and congestion on roads surrounding Clean Air Neighbourhoods of speeds by vehicles, above the speed limit (for which is not definitively attributable to the Clean Air Neighbourhoods, but for which Clean Air Neighbourhoods could be a contributing factor) could increase the risk of road collisions and accidents, this is especially notable for younger and older people who may be less aware or able to react quickly to their surroundings.	Negative
	Disability	Clean Air Neighbourhoods is unlikely to impact those with a disability directly as the area will remain largely the same. However, Clean Air Neighbourhoods could encourage increased uptake of active travel within the area, which may create competition between those with disabilities and pedestrians on footpaths, although this is an unlikely impact.	Neutral
	Disability	Clean Air Neighbourhoods may result in a positive impact upon those with disabilities due to the increased safety of the area because of less traffic.	Positive
	Disability	Those with disabilities may be impacted by Clean Air Neighbourhoods if they have informal care, or care from family members regularly. Although there are visitor permits, this may provide an additional barrier to care if the individual struggles to use the permit facilities.	Negative
	Disability	Reduced congestion and traffic have been found to improve local air quality and therefore reduce the associated health risks – this is especially notable for people with respiratory conditions.	Positive

Gender	No impact predicted during operation of the Clean Air Neighbourhoods.	Neutral
Marriage and Civil Partnership	No impact predicted during operation of the Clean Air Neighbourhoods.	Neutral
Pregnancy and maternity	The Clean Air Neighbourhoods will reduce congestion throughout local neighbourhoods, this will have potential positive impacts for pregnant women and care givers with young children due to reduced traffic in the area, creating a safer space and reduced congestion. Clean Air Neighbourhoods will also encourage active travel, which brings health benefits through facilitating exercise.	Positive
Race	No direct impact predicted during operation of the Clean Air Neighbourhoods.	Neutral
Religion/belief (including non-belief)	Clean Air Neighbourhoods has the potential to improve the tranquillity of places of worship through the reduction in traffic and congestion.	Neutral
Sex	The removal of rat running through Clean Air Neighbourhoods is likely to benefit women largely as the primary travel providers to school aged children. The reduction in traffic and congestion in the area will improve the safety of the roads and encourage active travel.	Positive
Sex	Due to increased traffic on some main roads during peak times, women may be disproportionately impacted by increased traffic as the primary travel providers to school children and may experience subsequent delays when travelling/commuting to work in the area.	Neutral
Sexual Orientation	No impact predicted during operation of the Clean Air Neighbourhoods.	Neutral
Income and deprivation	National evidence shows that poorer people have greater exposure to air pollution. H&F air pollution factsheet (lbhf.gov.uk) There is a pattern in LBHF that there are higher childhood asthma admissions in poorer areas. Having clean air neighbourhoods may reduce the exposure of poorer children to air pollution.	Positive

Human Rights or Children's Rights

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

	<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>
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Section 03	Analysis of relevant data Examples of data can range from census data to customer satisfaction surveys. Data should involve specialist data and information and where possible, be disaggregated by different equality strands.
Documents and data reviewed	n/a
New research	n/a

Section 04	Consultation
Consultation	Details of consultation findings (if consultation is required. If not, please move to section 06)
Analysis of consultation outcomes	To be undertaken as part of the implementation on a precinct-by-precinct basis

Section 05	Analysis of impact and outcomes
Analysis	Detailed analysis will be undertaken on a precinct-by-precinct level – taking into account local issues and communities.

Section 06	Reducing any adverse impacts and recommendations
Outcome of Analysis	N/A As above

Section 07	Action Plan
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Action Plan	A detailed individual equalities impact assessment will be completed for each Clean Air Neighbourhood as they are developed in partnership with local communities. This EQUIA serves as an outline for the proposal and as such does not go into sufficient local detail to provide for an action plan.
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Section 08	Agreement, publication and monitoring
Senior Managers' sign-off	Name: Bram Kainth Position: Strategic Director of Environment
Key Decision Report (if relevant)	Date of report to Cabinet/Cabinet Member: 10 / 10 / 22 Key equalities issues have been included: Yes

Report to: Cabinet

Date: 10/10/2022

Subject: Early Intervention Strategy

Report of: Cabinet Member for Children and Education - Councillor Alex Sanderson

Report author: Jacqui McShannon, Strategic Director for Children's Services

SUMMARY

The Early Intervention Strategy outlines our strategic ambition to work together as a local partnership to support children, young people, and their families at the earliest opportunity from universal services through to targeted support where necessary. Through the implementation of this strategy, all partners in the local area commit to improved integrated and partnership working to ensure we have an efficient and effective whole system approach to create services which keep children safe, support them to thrive and ensure every child fulfils their potential.

The Strategy has been developed in partnership and extensively co-produced across the local area and through consultation with children and young people and third sector organisations through Young Hammersmith & Fulham Foundation, reflecting the H&F value of doing things with residents not to them.

Following public consultation, the strategy has been further reviewed, commented and amendments made through the Early Intervention Steering Group, Children's Leadership Team, Senior Leadership Team and the Cabinet Member for Children and Education. The strategy will also be presented for information at the Hammersmith Health and Care Partnership Board as the draft Strategy had previously been agreed by the Partnership and providers.

RECOMMENDATIONS

1. That Cabinet approves the publication of the Early Intervention Strategy attached at Appendix 1.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	Ensuring the right level of support is offered depending on the needs of the individual to ensure children, young people and their families are given the

	best opportunities to thrive.
Creating a compassionate council	Listening and responding to feedback from professionals, young people, parents and carers regarding what was working well, what needed improvement and where the gaps were with regards to current early intervention support available.
Doing things with local residents, not to them	The Early Intervention Strategy was developed in consultation with young people, with youth voice championed throughout by the Youth Voice Coordinator and Young Hammersmith & Fulham CEO. Further, the strategy has been updated in response to feedback received through consultation with wider stakeholders.
Being ruthlessly financially efficient	There are no anticipated financial implications as a result of implementation of the strategy.
Taking pride in H&F	We want H&F to be the best place to grow up, live and work. This strategy will ensure our local offer of support available is designed to meet the needs of children, young people and families at when problems first arise, allowing us to intervene early and support families to thrive.
Rising to the challenge of the climate and ecological emergency	There are no anticipated climate and ecological implications as a result of implementation of the strategy.

Financial Impact

The strategy was compiled and developed by Children's Services in partnership with local organisations and residents. It is expected that the implementation of the strategy and action plan will be managed within existing approved budgets. The funding of activities that support delivery of the strategy will be the subject of separate decision reports in line with the Council's normal decision-making process and/or considered as part of the annual budget setting process.

Jill Lecznar, Head of Finance Children's Services, 4 August 2022

Verified by Andrew Lord, Head of Finance, strategic planning & investment, 18 August 2022

Legal Implications

The Early Intervention Strategy covers a broad range of Local Authority functions from Youth Crime, Early Help, and Children Centres to SEND.

Section 17 of the Act defines a 'child in need'. With the accompanying guidance, it places a 'general duty' on local authorities to safeguard and promote the welfare of children in need and 'promote the upbringing of such children by their families, by providing a range and level of services appropriate to those children's needs'.

The Council has duties under Schedule 2 and Part III of the Children Act 1989 to take reasonable steps, through the provision of services, to prevent children within their area suffering ill-treatment or neglect. It must provide such family centres as they consider appropriate in relation to children within their area. It must provide services designed to minimise the effect on disabled children within their area of their disabilities and to give such children the opportunity to lead lives which are as normal as possible. The Council must also take reasonable steps to identify the extent to which there are children in need within their area and publish information about services provided.

The Council has duties under sections 39 and 40 of the Crime and Disorder Act 1998 and paragraph 7(b) of Schedule 2 of the 1989 Act to take reasonable steps designed to encourage children and young persons not to commit offences.

The Council has a duty under Schedule 2 of the Special Education Needs and Disability Regulations 2014 to publish how it will support those with SEND.

Section 10 of the Children Act 2004 sets out the legal framework for multi-agency 'cooperation to improve well-being'. Each local authority must 'make arrangements to promote cooperation' between the authority and its partners 'with a view to improving the well-being of children' and 'with regard to the importance of parents and other persons caring for children' in improving their well-being.

Adopting the strategy contributes to the fulfilment by the Council of this broad range of legal obligations and many others.

Verified by Jade Monroe, Chief Solicitor Social Care, on 2 August 2022

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

Proposals and Analysis of Options

1. Early intervention is key to the development of children and young people. This strategy aims to improve the life chances of all children and young people and requires a whole partnership approach to achieve this. This strategy is the first time we have brought the whole partnership together, including children and young people and our community sector, to deliver a whole system approach of early intervention.
2. The Early Intervention Strategy outlines our strategic ambition to work together as a local partnership to support children, young people, and their families at

the earliest opportunity from universal services through to targeted support where necessary.

3. The Strategy has been developed in partnership and extensively co-produced, shaped by consultation with children and young people, the Local Authority, Public Health, West London NHS Trust, North West London Clinical Commissioning Group, Central London Community Healthcare NHS Trust, and involvement of third sector organisations through Young Hammersmith & Fulham Foundation, reflecting the H&F value of doing things with residents not to them.
4. The strategy is fundamental to our OFSTED requirements and drives the practice that will be reviewed under any inspection regime, including HMIP.
5. Current best practice and leading research from the Early Intervention Foundation, Independent Review of Children's Social Care, and Cerebra all advocate strongly for a strategic, multi-agency approach to delivering targeted early intervention support to improve outcomes for children, young people and families

Option 1 – Publish the H&F Early Intervention Strategy which takes account of development with key partners and recent consultation undertaken with stakeholders.

6. The Strategy document was developed in partnership and extensively co-produced with young people, partners and providers across the local area, and a consultation exercise has been completed. The Early Intervention Strategy has been updated taking into account feedback received throughout the consultation period. The Strategy should therefore progress for publication.
7. A number of our existing strategies and partnership working arrangements already take on this approach, demonstrating our clear shared vision. Whilst there is no statutory requirement to publish an Early Intervention Strategy, this option unifies this ambition in name and clearly explains how we will move forward together as a local area to ensure children and young people receive the right support at the earliest possible opportunity.
8. The strategy will drive the procurement of future contracts, based around the principles set out within the document. These principles will also be used in contract monitoring and KPIs to ensure continued implementation of the aims of the strategy.
9. This is the recommended option.

Option 2 – Do not publish the H&F Early Intervention Strategy

10. This option would reject publication of the Early Intervention Strategy, therefore failing to implement a collectively agreed local area approach to working together to support children, young people, and their families at the earliest opportunity.

11. This is not the recommended option.

Reasons for Decision

12. The Early Intervention Strategy is an overarching document that sits above the SEND Strategy, Youth Crime Prevention Strategy and 0-5 Strategy, to bring together the various strands of work as a whole. The aim to deliver a coordinated cross partnership approach to provide the right support at the right time.
13. All providers and partners locally have been involved in the development of the Strategy and partnership principles and know that to implement this strategic ambition requires changes to delivery and contract arrangements.
14. The Strategy is a public document and a commitment from the local area partnership with regards to our early intervention services. It therefore needs to be published.
15. The Strategy will inform and drive how we change and deliver provision moving forwards including children's centre and youth provision, in line with the manifesto commitment to develop Family Hubs. Relevant contracts within the Early Help, Early Years and Family Support Framework will be reviewed during this transition process, including through statutory public consultation, to understand how we can adapt our delivery to better meet the needs of our communities.

Equality Implications

16. There are no anticipated equalities issues. An Equality Impact Assessment has been completed on 20/06/22 prior to consultation and has been kept under review. This can be found at Appendix 2.

Risk Management Implications

17. The report recommends approval of a strategy which has been subject to extensive consultation with stakeholders, including partners, providers and young people. The strategy sets out a vision and principles which will guide the partnership in delivering the strategy, including targeting resources to those at risk of the poorest outcomes and work as a network of services to make every contact count; reducing referrals for social work intervention, and entry to care or criminal justice systems. This is in line with being a compassionate council and in being ruthlessly financially efficient.

David Hughes, Director of Audit, Fraud, Risk and Insurance, 26 July 2022

Climate and Ecological Emergency Implications

18. There are no anticipated climate and ecological implications as a result of publication of the Strategy. Projects referenced in the strategy such as Family Hubs will form separate programmes of work within which the project team will liaise closely with the Climate Unit.

Consultation

19. In line with the H&F priority of doing things with residents not to them, the Early Intervention Strategy has been extensively co-produced with partners across the borough over a period of 6 months. This was led by a core working group of key stakeholders who met on a regular basis, including Youth Voice and Young Hammersmith and Fulham Foundation acting as Youth Voice Champions, Hammersmith and Fulham Borough team in NHS North West London, West London NHS Trust, Central London Community Healthcare NHS Trust, Children's Commissioning, Education, Early Years, Family Support, Family Assist, Youth Justice Service and Public Health. In addition, wider partners were involved in several focused workshops throughout this period. All partners were involved in drafting the strategy and supported review and feedback throughout its development.
20. To inform development, we consulted with young people through a menti-meter survey to ask about their experiences living in H&F, who/where they would go to for help, and what is important to them about how they receive support. We worked closely with the Youth Voice Coordinator to utilise recent existing feedback from young people to make sure we were listening and responding to what they had already told us they want across our services.
21. In addition, a series of workshops were held to agree our partnership principles, understand how each service will be represented in the strategy and to further embed our joint working approach. This included consultation with voluntary and community sector organisations through the Young Hammersmith and Fulham Foundation Local Leaders Network. Members also supported by reviewing and providing feedback during development of the strategy.
22. Following approval by the Children's Leadership Team and Cabinet Member for Children and Education, the Strategy was launched for public consultation in June 2022 via the 'H&F Have Your Say' platform.
23. The consultation was shared with children and young people and parents/carers through a series of workshops during the consultation period.
24. Further, information on the consultation was shared with providers through in person engagement sessions and with Young Hammersmith & Fulham Foundation members through a virtual forum hosted in July 2022. The strategy and consultation was presented to the Hammersmith and Fulham Borough team in NHS North West London and ParentsActive SEND practice group in July 2022. Partners in turn shared the consultation with their service users to ensure the consultation was widely disseminated within the community.
25. In addition, the consultation was promoted via the Children's Services staff newsletter, school staff zone newsletter, the H&F website, ParentsActive forum, GP forum, faith and community forums, health channels, and Young Hammersmith & Fulham Foundation membership.

26. Due to the extensive effort to frontload engagement across the local area during the development of the strategy, there was a low response to the consultation platform. This demonstrates that the strategy echoes comments previously captured throughout the process of co-production. The consultation was seen by 235 people, however a total number of 13 responses were received from professionals, parents and carers, and were largely positive in nature. A summary of the responses received and how these have been addressed can be found at Appendix 3.
27. We have committed to create an easy read version of the Strategy document, including a glossary of key terms/phrases. This work is currently underway, supported by ParentsActive, and will be finalised ready for publication alongside the strategy.

LIST OF APPENDICES

Appendix 1: [Hammersmith & Fulham Early Intervention Strategy](#)

Appendix 2: [Equalities Impact Assessment](#)

Appendix 3: [Consultation Responses](#)



Appendix 1

Hammersmith & Fulham

EARLY INTERVENTION STRATEGY

2022-2027



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Pledge

We are ambitious for our children, young people, and families, which is reflected in our Early Intervention Strategy. It represents our commitment as a local area to create a system of early intervention which puts all children, young people, and their families first. We will work together to respond to emerging needs and reshape the way in which we plan, implement, and deliver services in Hammersmith & Fulham so that families receive the support they need when they need it.

The evidence base for providing support when a problem first emerges is extensive. Research suggests that by working together early support protects children from harm, reduces referrals to child protection services, and improves child and parent outcomes to strengthen families.

This cannot be achieved in isolation. We believe it takes a whole borough to raise a child. Therefore, to support children and young people to achieve, we must take a holistic approach by working together as a whole system to tackle barriers to their success, particularly where there are multiple and complex needs, to stop problems escalating and to improve life chances.

As a borough, we commit to being ruthlessly inclusive. Hammersmith & Fulham is one of London's most diverse places to live. We delight in that diversity – in the value added to our community by the differences in culture, nationality, colour and creed. Through implementing this strategy, we will lean into our communities to ensure all children, regardless of their background, have the same pathway of opportunities available to them.

This strategy is vital in this context to bring key partners together in Hammersmith & Fulham to deliver our ambition that working together and at the earliest opportunity is everyone's responsibility. This will require us all to work together to develop our services and skills that will help us achieve our ambitions.



Executive summary

This Early Intervention Strategy outlines our approach to working together to support all children, young people, and their families at the earliest opportunity from universal services through to targeted support where necessary.

Early intervention is support given to a child, young person, or family when a problem first emerges, and can be provided at any stage in their life. This includes support provided by universal and targeted support services before problems escalate to statutory or complex care, as well as specialist support provided as part of early intervention ahead of statutory or complex care support.

Through the implementation of this strategy, all partners commit to improved integrated and partnership working to ensure we have an effective whole system approach to create services which keep children safe, support them to thrive and ensure every child fulfils their potential.

Our vision centres around several partnership principles which all services locally are aware of, working towards and collaborating on to achieve. These principles are:

- **Outreach** - Our offer is inclusive and suitable, delivered through agile and outward reaching support where it is needed
- **Personalisation** - We treat each young person as a unique individual without judgement and personalise our services
- **Inclusion** - Our services commit to value and demonstrate our respect for diversity, and to reach into communities to deliver support in the right way for all families
- **Resilience** - Our services offer the right level of help, by the right professional, at the right time, to support families to build resilience and independence
- **Accessible** - Our service offer is clear and accessible for both families and partners, achieved through efficient and respectful communication
- **Collaboration** - Our services work closely with universal services and communities to increase their capacity to offer support to families at the earliest point
- **Targeted** - We target resources to those at risk of the poorest outcomes and work as a network of services to make every contact count; reducing referrals for social work intervention, and entry to care or criminal justice systems
- **Prevention** - All services will intervene early to protect and promote both physical, social and emotional wellbeing with children, young people and families
- **Learning** - As a partnership, our early intervention services commit to a culture of continuous learning through reflection of best practice and areas for improvement in evaluating our services.

Informed by this strategic approach, we will begin to move towards a family hub model. Family hubs provide a central access point for integrated services, with professionals working together through co-location, data sharing and a common approach to working with children, young people and families so that regardless of where a family is, they will be able to access the same offer of integrated support. In addition, we will be seeking to develop and expand on key working functions to support in embedding and unifying this work across our early intervention offer.

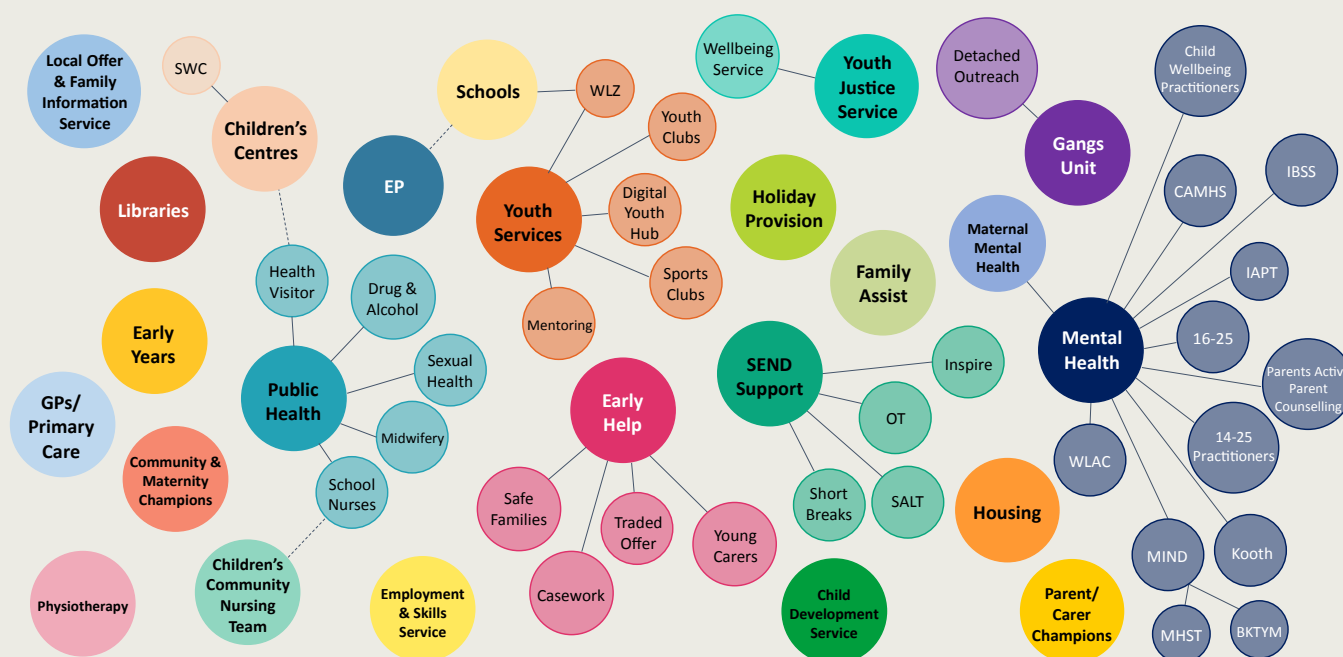
Welcome to our Early Intervention Strategy

We want to support families to thrive, to provide the best opportunities to live, work and play in the borough. Our ambition is to work together to support children, young people, and their families at the earliest opportunity from universal services through to targeted support where necessary. It is imperative for this approach to develop a strategy of partnership working, early intervention and inclusion to reshape the way in which we plan, implement,

and deliver services in Hammersmith & Fulham in collaboration with our partners, third sector providers, children, young people, and their families. Our Early Intervention Strategy will draw on these opportunities to transform outcomes for children and young people from pre-birth to 19 years old (up to 25 years old for young people with SEND) and their families in Hammersmith & Fulham.



What is early intervention?



Whilst many children, young people and families will only access universal services, sometimes additional support may be needed to ensure good outcomes. Early intervention is support given to a child, young person, or family when a problem first emerges, and can be provided at any stage in their life before problems become more complex.

Within this strategy, early intervention refers largely to our local network of universal and targeted support services, providing early

intervention before problems escalate to statutory or complex care. Additionally, we recognise that, for some areas, specialist support is provided as part of early intervention ahead of statutory or complex care support. For example, this includes early years speech and language therapy (SLT) for young children showing risks of longer-term speech, language and communication needs (SLCN) where early specialist support is indicated.

Our approach

We know that many factors shape a child's development, touching on all areas of our delivery. Therefore, to support children and young people to achieve, we must take a holistic approach to tackling barriers to their success, viewing the child, family and their circumstances as a whole and acknowledging the role we all play.

This is a three-stage process:

1. To describe what we currently deliver for children and young people, acknowledge any existing fragmentation and complexity, and move forward collaboratively to improve and maximise the offer
2. To arrive at a framework of integrated service provision that sits across the early intervention offer. This will directly inform development of H&F's family hub
3. Ongoing review and evaluation of our services and supports to ensure they are providing the best outcomes for children and young people in H&F.

We are strengthening our partnership approach to the delivery of early intervention across our borough. We will work in collaboration across the local authority, health services, community and voluntary sector and with residents to bring together our resources and expertise to better understand need and co-ordinate services effectively. This approach is echoed in the May 2022 'Independent Review of Children's Social Care' report which advocates a move towards a more simplified, responsible, respectful and effective whole system approach to helping families, rooted in identifying risks early and

preventing problems needlessly escalating. Our strategy adopts this partnership model to improve collaboration and reduce duplication by addressing needs early and supporting children and young people through positive interventions, from pre-birth to adulthood.

To implement our vision, we will adopt a whole system approach across the local area. Everyone in a child or young person's life has an important role to play in identifying and supporting their needs. Parents, carers, and others who form part of a child's daily routines and experiences know and understand the child best and are best placed to be able to make a real difference to support development and invoke positive changes. Adopting a whole system approach aims to draw the knowledge and support of specialist and targeted services into the community to support and develop the confidence of universal services and families by ensuring early intervention is everyone's business. Therefore, we want to move away from routine referrals and a reliance on targeted services towards a proactive, community based, tiered approach.

A number of our existing strategies and partnership working arrangements already take on this approach, demonstrating our clear shared vision. This strategy unifies this ambition in name and explains how we will move forward together to ensure children and young people receive the right support at the earliest possible opportunity.

What do we want for our children and young people?



We want our children, young people, and parents to:

- Be equipped with the knowledge, skills and attitude to achieve their goals and aspirations
- Achieve strong social, emotional, and mental health
- Be physically well
- Be safe and feel safe
- Be confident, independent and resilient.

We want to embrace a vision and commitment to equality and inclusion for all our children and young people including those with special educational needs and disabilities (SEND), working towards inclusion as business as usual (extending to all our children and young people, partners and stakeholders).

We want to empower all our young people to feel ambitious for their future, to give them the best possible career chances and business opportunities, and to give them opportunities to discover the areas where they can thrive. This thinking lies at the heart of our Industrial Strategy.

More focused strategies and implementation plans to meet these outcomes will be found in:

- Industrial Strategy
- SEND Action Plan
- Youth Crime Prevention Strategy
- Early Years Strategy
- Family Hubs Implementation Plan

Our shared vision

Every child, young person and family is happy, healthy and has the opportunity to thrive, supported by an effective community network.

This vision is embedded in our practice and demonstrated at each life stage through the following:

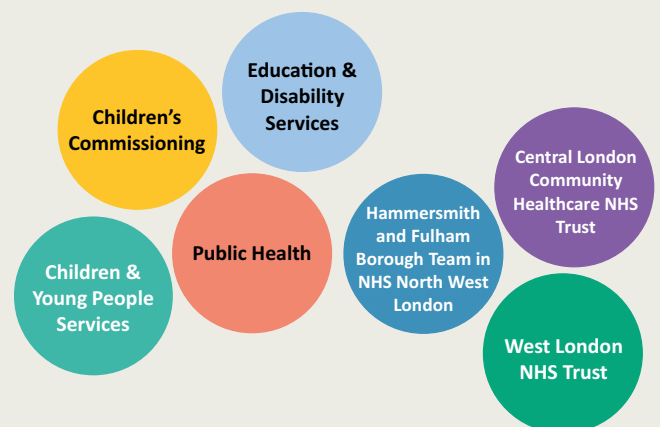
0-5 years: We want expectant mothers to benefit from good maternal health and accessible ante- and post-natal support, achieving good perinatal mental health to encourage effective child-parent attachment. During early years, we want babies and young children to be healthy, and develop secure attachments and early communication skills. We want all young children to achieve the Every Child Matters outcomes of staying safe, enjoying, and achieving as they learn and develop.

5-11 years: At primary school age, we want children to develop to their full potential, to be mentally and physically healthy, and to be equipped to thrive as they grow.

11-16 years: We want our secondary age young people to be healthy, develop social skills and emotional resilience to prepare for adulthood, have realistic ambitions and understand the paths that will help them to accomplish these.

16+ years: Post-16, we want all of our young people to be equipped through high quality education and training to lead full, independent and active adult lives, supported by an inclusive local economy to help grow young people as future leaders. We are strongly committed to inclusion where all young people resident in the borough including those with SEND, vulnerable young people on the outskirts of education, care experienced children and young people and those known to the Youth Justice Service can participate in provision which will lead to that success.

Signed off by all members of the Hammersmith & Fulham Children's Commissioning Delivery Group / Children's Education, Health and Social Care Partnership Board





This strategy should be read in conjunction with the following key documents which give further detail to specific areas of focus across our delivery:

- Early Years Strategy
- North West London Integrated Care Programme Priorities
- Industrial Strategy

We are also working to develop the following strategies which provide additional detail in targeted areas:

- SEND Strategy
- Youth Crime Prevention Strategy

Continued monitoring of the implementation of the strategy will be overseen by the Children's Education, Health and Social Care Board.



How we developed the strategy

This strategy was jointly written with partners across H&F Council (children's services, public health, economy, community safety, housing, public health), West London NHS Trust, Hammersmith and Fulham Borough Team in NHS North West London, Central London Community Healthcare NHS Trust, Chelsea and Westminster NHS Foundation Trust, GPs, voluntary and community sector, schools, children, young people and families. A working group of key partners was formed to lead delivery of the strategy, supplemented by a series of workshops to understand the current challenges and how these can be addressed.

We have utilised existing feedback from children and young people gathered through our youth voice coordinator to ensure we are listening and responding to what our young people want across our services. We have also consulted with young people through a borough-wide survey asking about their experiences living in the borough, who/where they would go to for help, and what is important to them about how they receive support. Additionally, this strategy incorporates a number of other strategies which are currently in development, such as the SEND Strategy

and Youth Crime Prevention Strategy, which have been co-produced with parents, carers and young people. This strategy also adopts the guiding principles and purpose of the Youth Voice Strategy, committing to embed co-production to strengthen the reach and impact of youth voice in service design as 'business as usual'.



Where are we now?

Hammersmith & Fulham Council invest substantially in early intervention; providing an extensive range of early intervention services, delivered by multiple providers across multiple locations (children's centres, health centres, libraries, schools, community centres). Across our early intervention offer, there is some coordination between services; however, this is not consistent. Provision varies depending on location and pathways into services are often unclear.

Babies generally receive a good start in life in the borough: there is good breastfeeding uptake in the 75th percentile, only 2.2% of babies are born with a low birth weight, and low numbers of women who are smokers at the time of birth, at 2.8%. 74.5% of children living in the borough achieve a good level of development at the end of their reception year, at a higher rate than the London or England average of 71.5%, and despite pockets of deprivation, a significantly higher percentage of children and young people with free school meal status achieve a better level of development than average.

95% of schools in H&F are rated good or outstanding by Ofsted. Our mainstream schools are skilled at meeting the needs of children with SEND, and where children require more specialist interventions, we have high quality specialist provision. After secondary school age, H&F have significantly fewer 16–18-year-olds not in employment, education or training, at 2.5% comparatively to the London average of 3.4%.

Reports of inter-agency working in H&F are mostly positive, and where they exist there are good structures in place to support multi-

agency working. There is a broad offer of local community mental health support delivered in partnership by social care services, NHS, schools and the voluntary and community sector. Our children's centres are partially integrated with perinatal mental health services, community midwives, and health visiting services who work with our maternity champions to support mothers both ante- and post-natal. Additionally, health visiting and school nursing services operate online, from schools, homes, early years settings, and GP surgeries.

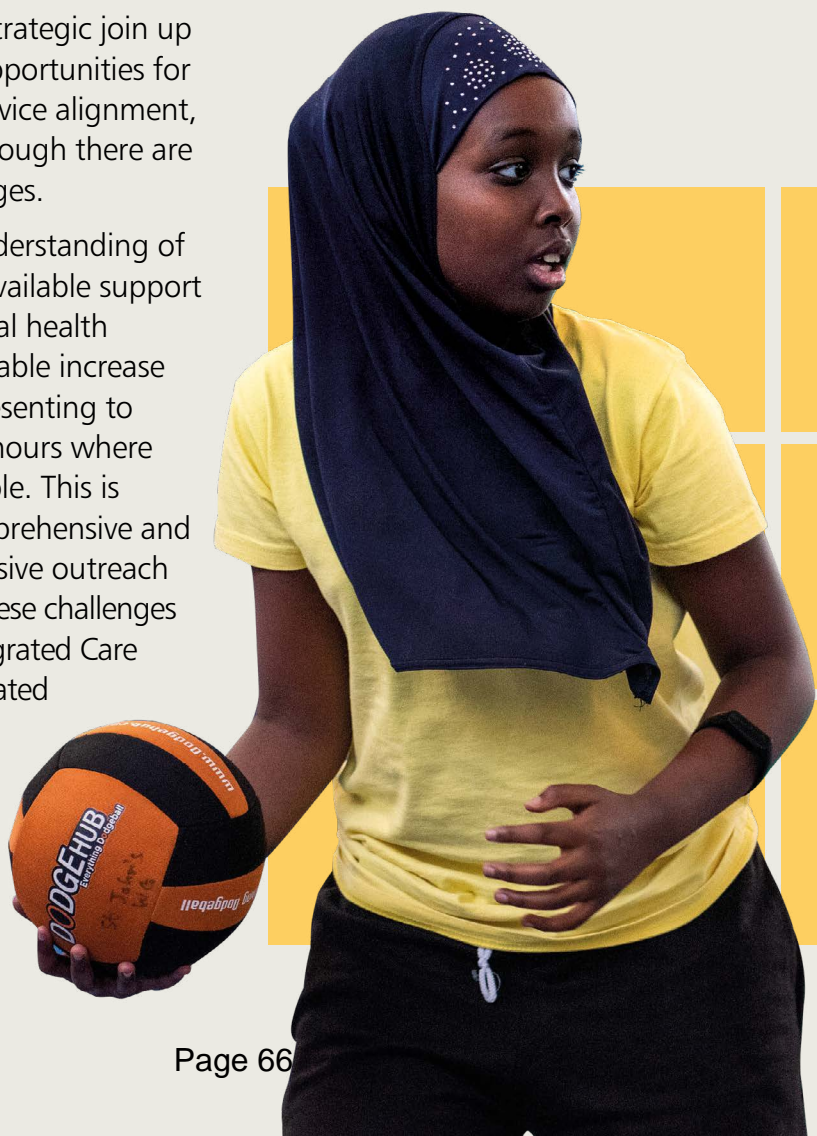
Despite these strengths, there are a number of areas for further development. Within H&F, 25.6% of dependent children and young people under 16 are living in poverty. This amounts to 4,599 children under 16 living in absolute poverty, and 5,831 in relative poverty. Compared to elsewhere, H&F has poor uptake of childhood immunisations at approximately 80%, and high rates of tooth decay in children under 5 at 28.3% compared to the national average of 23.4%. In addition, almost a third of state primary school age children are overweight or obese. Further, there are some inconsistencies in the access to Maternity Champions across the borough.

The borough is one of the most densely populated areas in the country. There is limited affordable housing, and demand for social and affordable housing outstrips supply. Approximately 73% of housing stock is flats or maisonettes with a limited number of family sized homes, resulting in 12% of households classed as overcrowded. As a result, people requiring larger properties or ones which meet necessary accessibility features have limited

opportunity. All of these characteristics can exacerbate pre-existing health and wellbeing issues and our ability to address them.

The Early Intervention Foundation found that our maternity and early years provision is between 'Basic Level' and 'Early Progress', characteristic of local areas that have made a commitment to take actions and are in the early stages of developing their programme but are still to confirm some elements of the approach they will take. There is an enthusiasm and drive to bring services together in Hammersmith & Fulham, and a recognition that strategic join up across the borough will create opportunities for strong multi-agency working, service alignment, and redesign where needed, although there are capacity and governance challenges.

There is a lack of professional understanding of appropriate referral routes into available support particularly with regards to mental health support. There has been a noticeable increase in children and young people presenting to A&E in crisis, particularly during hours where community support isn't accessible. This is compounded by the lack of comprehensive and consistent intervention and intensive outreach to prevent escalation of need. These challenges are acknowledged across the Integrated Care Partnership (ICP, soon to be Integrated Care Board), and a delivery plan to tackle these barriers is under development jointly between the council, Hammersmith and Fulham Borough Team in NHS North West London and West London NHS Trust in the spirit of the ICP.



We have seen a growing number of education, health and care plans (EHCPs) since 2018 (a growth of 33% from 1,113 to 1,480) which has led to pressure upon resources, and the council is investing in additional resources and partnership work to meet demand. We are also working to ensure sufficiency of provision once a child has an EHCP. There is a need to strengthen the offer for children with social, emotional and mental health needs as well as autistic spectrum condition and SLCN. We are also keen to clarify best practice in mainstream schools for all pupils with SEND so that we help children and young people develop independent learning and life skills.

By better integrating staff and embedding partnership arrangements, we will continue to address these areas for development, working to shift the culture around early intervention to one of firmly shared ownership. The Children's Education, Health and Social Care Partnership Board and ICP Executive Board are established and helping to further strengthen partnership working. Strategic oversight and direction by these boards will remain in place to ensure continued commitment to the strategic ambitions outlined in this strategy.



What are our children and young people telling us?

To help inform the development of this strategy, we launched an online consultation for young people in partnership with the youth council, receiving a total of 550 responses. The first question focused on what was good about being a young person in H&F. The word cloud (right) shows the responses received, with friends, community assets and educational settings the most popular response.

Young people were then asked what could be improved. As evidenced below right, crime and public safety, alongside environmental issues, ranked highly in young people's responses. This strategy will link with the council's ambition to be the greenest borough in Europe.

Young people were also asked who they would go to when they realised they needed help. Family, friends, and school were the highest-ranking responses, however very few young people responded that they would seek support from a GP, and even less from youth clubs. In explaining these responses, young people said they didn't know enough about services so would not be comfortable accessing them, or that services were not accessible or effective. Additionally, young people said that family and friends are familiar, personal, and easy to access compared to youth clubs which are not easy to access and lack stability.

To further explore some of the key themes raised, we utilised existing feedback collated by our youth voice coordinator to ensure our strategy listened and responded to what young people had already told us.



Safe spaces

Young people spoke highly of a need for safe spaces in the borough, with most young people interviewed by the Young Hammersmith & Fulham Foundation (YHFF) saying they felt unsafe in spaces such as in playgrounds and parks, as a result of gangs and gang violence, knife crime and local incidences of violent offences.

YHFF also found that two thirds of young people were largely unaware of how to access local youth services. However, young people who knew how to access local youth services were twice to three times as likely to know what good mental health was and were three times as likely to believe that there was good support for mental health in the borough. This demonstrates the demand for effective local universal services for children and young people in support of a strengthened early intervention approach.

Emotional and mental health

The close link between strong emotional and mental wellbeing and resilience has been particularly heightened during the pandemic, with H&F Healthwatch and the Youth Council finding that a third of young people said their mental health had worsened during the lockdowns. One in three young people have not found information on how to get help, and two in five said they had a negative or mixed experience in contacting someone for support. This demand is also felt in the early years, with greater access to community mental health

services being the most requested service by parents and carers accessing our children's centres, particularly by families with very young children. Additionally, family support are increasingly supporting young people with emotional based school attendance issues due to difficulties with emotional and mental health.

Employment

In conversation with young people at secondary phase, concerns about employment, apprenticeships, training opportunities and career advice emerged strongly. This was echoed strongly through our Speak Out Group, a virtual, young people's advisory group for young people with SEN, including those with EHCPs and SEN support. The current focus of the group are pathways to independence, in particular work experience and employability skills, demonstrating the importance of this topic for all young people. These concerns were particularly heightened following the COVID pandemic, with a high proportion of young people worried that it would have a negative impact on their education and employment. In recognising employment as a key concern for young people, the local authority alongside local business partners launched 'Let's Go EET', an event bringing young people, employers and training providers together to make careers opportunities accessible to all young people. This event builds on our ambitious Industrial Strategy which aims to build an economy which supports everyone to thrive. Similarly, many young people spoke positively about support provided through mentors, offering help through guidance and someone to talk to for direction.

How will we deliver our vision?

Delivery of our vision is based on a number of agreed partnership principles. These principles together form a responsive and dynamic framework of integrated service provision that sits across our early intervention offer which all services locally are aware of, working towards and collaborating on to achieve.

Principle	
OUTREACH	Our offer is inclusive and suitable, delivered through agile and outward reaching support where it is needed
PERSONALISATION	We treat each young person as a unique individual without judgement and personalise our services
INCLUSION	Our services commit to value and demonstrate our respect for diversity , and to reach into communities to deliver support in the right way for all families
RESILIENCE	Our services offer the right level of help, by the right professional, at the right time , to support families to build resilience and independence
ACCESSIBLE	Our service offer is clear and accessible for both families and partners, achieved through efficient and respectful communication
COLLABORATION	Our services work closely with universal services and communities to increase their capacity to offer support to families at the earliest point
TARGETED	We target resources to those at risk of the poorest outcomes and work as a network of services to make every contact count; reducing referrals for social work intervention, and entry to care or criminal justice systems
PREVENTION	All services will intervene early to protect and promote both physical, social and emotional wellbeing with children, young people and families
LEARNING	As a partnership, our early intervention services commit to a culture of continuous learning through reflection of best practice and areas for improvement in evaluating our services

Outreach

Our local services commit to work towards an offer of early intervention which is inclusive and suitable, delivered through agile and outward reaching support where it is needed and appropriate.

This approach reframes the way we think of our services by moving away from providing information to families and advancing towards listening and responding to families' behaviours, attitudes, and concerns through an inward reaching approach.

What do we want to achieve?

- Services are compassionate and responsive by shaping outreach efforts in light of families' cultural perspectives that may influence when, where, and how they access support
- Specialist services have easier access into communities to share their expertise, encourage peer to peer sharing of good practice and provide support.

What we will do

All Age

- We will develop the role of our Community and Maternity Champions to deliver messages of support around healthy lifestyles, change unhealthy behaviours and improve health and wellbeing of the local population across the borough
- We will draw on our local libraries network to improve the reach of our services within the community, drawing on the success of our libraries as safe spaces which are accessed by a larger footfall than would access services traditionally



- We will develop a single strategy and plan for SEN sufficiency that is inclusive of outreach provision and will support a holistic review of our local offer and alternative provision arrangements using a process of co-production. This will form part of our SEND Strategy
- We will increase the use of digital services to supplement provision, building on the good learning post-COVID and helping expand service awareness amongst children, young people and families who may otherwise be unaware of the local offer
- We will offer outreach to children and families from our family support service including parenting and one to one intervention, linking with universal services with the purpose of empowering families and ensuring inclusion within their communities.

School Age

- We will work with our voluntary and community sector to support the promotion of quality mentoring opportunities for all young people, including those who do not typically engage with our current provision.

Personalisation

Our local services commit to treat each child, young person and family as a unique individual without judgement, and to personalise our services to ensure service users receive the support they need.

What do we want to achieve?

- Children, young people, parents and carers are engaged in developing services to meet their needs
- A collaborative approach to assessments and treatments that are personalised to the needs of the child or young person.
- We will support and empower all children and young people to be co-producers, so they can actively participate to ensure outcomes are wide ranging and across a broad range of cultural pursuits. This work, and the following bullet points, will be explained in more detail in our SEND Strategy
- We will strengthen the young person's voice in their own transition planning
- Our CAMHS service will move towards a tier-less service model, which is needs-led, placing the voice of children, young people and families at the centre of decision making.

What we will do

All Age

- Within family support, we will work alongside our partners to understand the needs of the community and will tailor our intervention according to needs identified, considering systemic ideas around disproportionality and equality
- We will continue to promote person-centred planning that puts children and young people at the centre of planning and decisions that affect them to ensure they are active partners in change

Age 16+

- We will ensure post-16 services are commissioned effectively, based on early identification of likely need for support and young people's life/career plans.



Inclusion

We know that some communities in our borough do not access the support that is available, creating a persistent lack of equitable opportunity. A large barrier preventing engagement is that our services are not aligned to, promoted or delivered in ways that are culturally responsive. Our services commit to value and demonstrate our respect for diversity, and to reach into communities to deliver support in the right way for all families to encourage greater engagement. Our approach adopts inclusion in its widest sense, including children and young people with SEND, behaviour that challenges, care experienced children and young people and low-income families.

What do we want to achieve?

- Services are able to support and uplift those who do not typically access services, in a way that best suits their views, needs and lifestyles
- All children and young people to have a voice in the issues affecting them.

What we will do

All Age

- We will apply a youth-centred approach to practices, policies and procedures by adopting the purpose and principles of inclusive youth voice outlined in the H&F Youth Voice Strategy, and actively seek the involvement of youth voice so that those who are less likely to engage are encouraged to
- We will undertake a review of our SEN provision to determine sufficiency of current and future needs. The review will develop a SEN Placement Sufficiency Strategy that promotes inclusion and early intervention through a graduated response

- We will continue to support children, young people and their families with special educational needs and/or disabilities through activities, information and support delivered by the Stephen Wiltshire Centre. To continue to develop this offer, the centre will form a specialist hub as we move towards a family hub model
- We will continue to grow the parent/carer network to build on existing links with Somali community organisations
- We will implement the Youth Justice Service Disproportionality Action Plan which commits the partnership to taking concerted action to reducing the over-representation of black young males as both victims and perpetrators of serious youth crime.

Age 0-5

- We will work with our early years providers to develop an inclusion support offer to ensure all children and young people are supported to develop and achieve their full potential.

School Age

- We will develop an early intervention approach to meeting speech, language and communication needs including the creation of a new joint communication team. As we adapt to an ongoing COVID world, we know there are increased deficits in speech, language and communication, impacting on behaviour and inclusion in mainstream settings
- We will work with our partner agencies to ensure all young people are able to access and positively benefit from early emotional wellbeing and mental health interventions, and other forms of community-based support, creating targets to address under-represented groups accessing services to increase access to those specific groups.

Resilience

Our services commit to offer the right level of help, by the right professional, at the right time, to support families to build resilience and independence. Our services will operate collectively as a revolving door of support to build independence rather than dependency.

What do we want to achieve?

- Parents and carers are confident in their parenting skills and managing life in a positive way
- Babies' emotional needs are met through strong parental attachment
- Children's development and attainment is supported
- Children and young people are able to adapt well to adversity, manage feelings of anxiety and uncertainty, and overcome hardship.

What we will do

All Age

- We will continue to work with our Front Door colleagues and partners to ensure that all agencies are aware of the universal and specialist services available to support families in need without the need for council intervention
- We will build a family support service that is able to support families in building/empowering families through targeted interventions so that they feel able to progress through stages within their lives that may cause difficulties.



Age 0-5

- We will develop a joint area approach across our early years settings, including nurseries, play group and children's centres, to collectively agree the key priority areas of focus and embed targeted intervention across all settings. This will address the increase in SLCN presenting in younger children due to the impact of isolation through the COVID pandemic
- We will continue to progress our Early Years Strategy to encourage greater take up of funded two-year-old childcare provision
- We will build on our existing Early Years Strategy, working with health partners, residents and local businesses, adopting an early intervention approach from pre-birth to five
- We will work to upskill health visitors and Maternity Champions through parenting skills sessions to increase family resilience.



School Age

- We will upskill parents/carers and professionals on strategies to support emotional based school avoidance, and support schools to provide specialist support to facilitate reintegration following high rates of non-attendance and elective home education post COVID
- We will work with schools to make behaviour policies more inclusive, supporting the continued roll out of trauma-informed training to support children and young people who suffer with trauma or mental health problems and whose troubled behaviour acts as a barrier to learning
- We will take forward the learning from the Family Support Transition and Resilience Programme to improve the transition between primary and secondary school, focusing on improved coordination and earlier engagement for vulnerable families.

Age 16+

- We will ensure the new 16-25 mental health young people's service is implemented locally across child and adult agencies (including the third sector) and offers young people the most appropriate individual journey to receive the right support through a robust offer of early intervention, school and community support, group and peer support and specialist mental health support when needed.

Accessible

Our service offer is clear and accessible for both families and partners, achieved through efficient and respectful communication, to support children and young people to thrive.

We know that our local offer of early support is fragmented and complex, making it difficult to understand for both service users and partners. Clarity of thresholds is seen as a large challenge, alongside the ability for services to communicate and share information. As a result, there is a lack of professional understanding of appropriate referral routes into available support, and service users frequently report that our offer is inaccessible and difficult to navigate. To address these challenges, our services commit to communicate in an efficient and respectful way to improve partnership working. Through working in this manner, we will ensure our services work in partnership to support the family or young person holistically beyond their service focus.

What do we want to achieve?

- Children, young people and families are empowered to be independent
- Both professionals and service users have a clear understanding of what support is available in the locality and are able to navigate the appropriate pathways easily.

What we will do

All Age

- We will develop a Children's Charter as a guiding principle for everything we do across the council
- We will develop a directory of services in the local area so that service users understand what mental health support is available. This will also be suitable for professionals to support signposting and referrals as well as identifying areas of existing joint working and where this can be expanded upon. To develop this, we will consult with young people and families to understand how they want to access and receive information
- We will align our family information service with our local offer platform and work with local parents to develop a more responsive, easily accessible and useful resource for families using this website
- Through our Family Support service, we will ensure that we are able to reach families needing early intervention by engaging them in their homes or in the community when they struggle to access our services.

Age 0-5

- It is our ambition to integrate maternity, midwifery and council early years and health visiting services to ensure there are valuable connections and information sharing across key partners.



School Age

- We will ensure education, health and care needs assessments are undertaken by the local area within statutory timescales and that plans are of a consistent quality and standard with a joint agency approach to ensure that assessments address these three areas equally.

Age 16+

- We will establish an agreed process for joint strategic planning between children's and adult services with a multi-agency approach, which will be further outlined in our SEND Strategy
- We will ensure the transition process is coordinated, systematic and consistent
- We will ensure integrated multi-agency health transition plans and pathways are in place, led by development of a SEND Strategy.

Collaboration

Our services across the early intervention partnership work closely with universal services and communities to increase their capacity to offer support to families at the earliest point. This includes supporting specialist services to share learning, for example, through upskilling practitioners to deliver speech, language and communication support.

The partnership will adopt a whole system approach to maximise collaboration, which will centre around:

- Developing a culture of professional trust that engages partners in shaping, agreeing on and being accountable for delivery of our vision
- Identifying and (where necessary) investing in joint training needs to ensure that all partners are working to a shared approach for early intervention
- Aligning, as much as possible, partners' reporting and information management systems
- Unlocking the potential of our local community by ensuring that professionals providing early intervention know what local providers have to offer
- Investing in local community projects that build sustainability rather than dependence.

We will learn from the approach of our speech, language and communication colleagues by building and encouraging communication between those people who spend most time around the child or young person.

This means:

- Ensuring links across the continuum of universal and targeted services, including schools, health visiting, children centres and youth services and GPs
- Embedding the shared commitment that communication is everyone's business, and
- Working collaboratively and creatively to use daily routines and experiences to support that young person's development.

By integrating our universal and more targeted resources we hope to reduce the understandable tendency on the part of parents and professionals to often seek specialist support for needs that could be addressed by effective, joined up work within our universal offer. Where a child or young person's needs require a brief period of more specialist intervention that will of course be available through the relevant, jointly funded service.

What do we want to achieve?

- Children, young people, families and partners are able to easily access and understand the support offer available locally
- Partners work together to share information, prevent duplication and overlap, and ensure needs are met appropriately at the first point of contact
- Universal and community settings are empowered to support children and young people with emerging needs where these needs can be appropriately addressed in the community, reducing reliance on specialist and targeted referrals.

What we will do

All Age

- The partnership will adopt a 'what works' approach to ensure services are driven by evidence, for example, developing the role of our Maternity Champions to provide peer breastfeeding support which has a known impact on maternal mental health, long term physical health and attachment
- We will develop a whole-system approach to supporting early identification including strengthening the early identification of social communication difficulties; developing training for the early years sector to increase capacity in meeting needs of children with predictable needs and strengthening support to families awaiting assessment.
- Our social care services will work in partnership with voluntary and community services to embed whole-family working to improve shared decision making and family-led solutions. This includes fathers and paternal family members where involvement in intervention may be impacted by cultural beliefs
- We will build on the positive experiences of other local authorities through the development and measured expansion of a key worker model to deliver early interventions, accessing advice/contacting services on behalf of young people on issues young people present with
- We will develop the maturity of our early intervention system locally, through our supporting families programme, ensuring services are aligned with data on local need to achieve successful family outcomes through embedded whole family working



- We will continue to encourage and support collaborative partnerships based around GP practice population
- We will work in the spirit of the Hammersmith Health and Care Partnership to ensure that the early intervention offer maintains and improves effective working links with, and shares information across, local GP networks.



Age 0-5

- We will develop an offer of affordable childcare for residents by exploring opportunities to work with local businesses to address the recruitment challenges in identified industries. We will also work with our existing early years providers to improve take up of existing provision, informed by the findings of the childcare sufficiency assessment and consultation with parents.

School Age

- We will support our school network to ensure they have the right skills to identify needs quickly and put in place appropriate SEN support
- We will work with schools and local businesses to equip children and young people with the skills, technology and opportunities to take advantage of green careers and future technology, particularly in the STEM industries
- We will develop a partnership board to bring together schools and mental health professionals, creating an inter-agency forum to critically reflect on exiting practice and share best practice
- In family support, we will continue to work with our schools to increase our outcomes from our traded offer so that concerns do not escalate, and our children continue to receive support in a holistic manner
- We will work with local businesses and our partners through section 106 arrangements and social value commitments to develop engagement, learning and economic opportunities for all children and young people.

Targeted

We will target resources to those at risk of the poorest outcomes and work as a network of services to make every contact count; reducing referrals for social work intervention, and entry to care or the criminal justice system.

What do we want to achieve?

- Children and young people feel like part of their community, are supported to engage with positive activities and are diverted from the criminal justice system
- Our early intervention makes a meaningful contribution to the reduction of health and achievement inequalities across H&F
- Services that support those most in need operate in an integrated way and share information quickly and effectively

What we will do

All Age

- We will continue to safeguard children and young people, especially those in care, those with mental health issues or learning difficulties, to identify and address emerging issues by building on the close working relationship between the Police, children's services and schools. We are currently developing our Youth Crime Prevention Strategy which will give further examples of this joint working, and the following actions
- We will ensure we are working with the right children within the children in need and child protection frameworks. When support is required, we will work in partnership with children and their parents/carers to develop their plans, ensuring support into independence and universal services

- We will strengthen joint working between the Youth Justice Service and wider children's services and community services to develop clear targets, processes and practices that support desistance and use whole family approaches to reduce offending
- We will develop a cross-council policy to provide joined up support for families experiencing housing issues to prevent escalation and potential eviction due to extra familial harm, crime and anti-social behaviour. In doing so, we will work towards an early alert system to provide preventative interventions to achieve better outcomes for families.

School Age

- We will ensure our vulnerable children are supported through the transition between primary and secondary school by developing a 'passport' to ensure key information is transferred, needs are recognised, and appropriate support is put in place.

Age 16+

- We will work with schools to improve the tracking of student destinations post-16 to reduce numbers of 'unknown' young people. Further, we will work with community organisations already providing support to identify and engage this cohort, to ensure all young people have access to the support they need to be successful in adulthood
- Similarly, we will ensure schools are engaging with young people with SEN early to understand young people's intentions post-16 and appropriately identify any continuing support needs

- We will build on the success of the 'Let's Go EET' event by working with local employers to understand and implement targeted approaches to support vulnerable young people, preventing further marginalisation by enabling integration into the workforce
- We will maintain our low NEET numbers for young people known to the Youth Justice Service by working to expand available pathways, reaching out to offers available in the community, as well as linking into the Inclusive Employment Group to ensure equity of opportunities. These actions continue to support our vision for inclusive economic growth, outlined in our Industrial Strategy.



Prevention

All services will intervene early to protect and promote both physical and mental health and wellbeing with children, young people and families.

What do we want to achieve?

- Young people are able to make positive decisions to safeguard themselves and their peers in the community
- Family needs are supported early without the need for avoidable further or repeat intervention. We acknowledge that some families may need a continuum of support over time to ensure wellbeing and prevent escalations
- Children and young people can make informed choices about their health and wellbeing
- Children, young people and families are aware of and have access to wellbeing resources within our borough, including open spaces
- Services work in a joined-up way to ensure early identification so that children, young people and families receive the right support.

What we will do

All Age

- We will ensure that all children and young people have access to a seamless autistic spectrum condition and mental health offer that effectively manages their needs by coordinating appropriate, timely support across the multi-agency partnership. This will be delivered through our whole system review of social, emotional and mental health pathways to achieve a stronger service offer with shared accountability and assurance
- We will improve the offer of identification and support for young carers to help them find balance, give them space to play and enjoy outside of their caring responsibilities, and support them into adulthood
- We will work with our health partners to locally implement social prescribing pathways, supporting young people affected by violence by taking a holistic approach to health and wellbeing through focusing on what matters most to them. This will be implemented through our Youth Crime Prevention Strategy.



Age 0-5

- We will increase immunisation uptake by commissioning a community service to deliver ad hoc, opportunistic vaccinations across H&F to protect and promote health and wellbeing with families
- We will increase the uptake of two and a half-year-old health visiting development checks, to support early identification of needs and ensure school readiness. In addition, it is our ambition to move towards integration of these key assessment points through an integrated two-year-old check. To achieve this ambition, we will develop an implementation plan to address the challenge with regards to recruitment of health visitors which is recognised nationally.

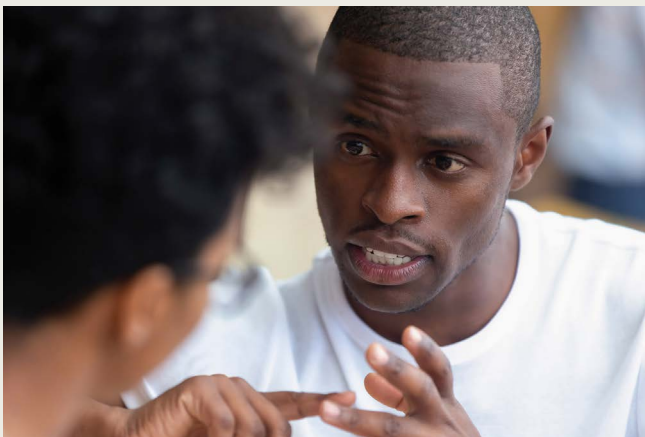


School Age

- We will build on the success of our holiday activity and food programme by aligning our commissioned arrangements with the aim to grow our offer, create opportunities for market development and further invest in community resources to ensure sustainability
- We will continue to work with our youth providers in the community to ensure our provision is effective in creating safe spaces for young people to access. This will be a key theme in our Youth Crime Prevention Strategy
- We will work with our school network to implement a whole school trauma informed approach. Through this improved understanding of the impact of trauma, we are working to strengthen the role of our school network in safeguarding vulnerable children and young people.

Learning

As a partnership, our early intervention services commit to a culture of continuous learning through reflection of best practice and areas for improvement in evaluating our services.



What do we want to achieve?

- Services are responsive and reactive to the changing needs of the local community
- Leaders and stakeholders are committed to organisational learning across our early intervention offer
- Clear processes are established to gather and manage information quickly and effectively

What we will do

All Age

- Partners will incorporate the partnership principles into existing service evaluation processes as part of business as usual and ongoing contract monitoring arrangements to evaluate successful implementation
- We will continue to listen to and learn from our diverse communities to ensure our services are accessible and responsive to all
- We will continue to work with our social care services to identify vulnerabilities and review appropriate referral pathways to support our children and young people early, preventing upward escalation of need
- We will build on the collaborative partnerships based around GP practice population as an example of best practice
- We will develop forums with local community organisations to talk about what is happening locally and to spot issues and trends, facilitating shared learning and informing continuous improvement
- Data will be collected regularly and systematically across our offer, and a culture of inquiry and continuous improvement will drive our quality assurance efforts. Data will in turn, be used to make informed decisions about our programmes and services
- Joint training and capacity building will be provided where needed to ensure that all service areas are able to contribute to this work.

Appendix

Redesigning early intervention

Our current offer of early intervention across the partnership is fragmented and as was not designed to tackle the key issues we face today including the increased number of children in care, the increased demand on our statutory services, the continually growing number of families living in poverty and the increase in serious youth crime. Additionally, in the face of further budget pressures across the sector and growing demand, our services must be flexible to ensure we address need whilst remaining financially efficient.

Our cross-service response to support Afghan refugee families in late 2021 is a strong prototype which brought together services to provide wrap-around support for families, including health colleagues, the Department for Work and Pensions, adult learning, children's services, children's centres and specialist education staff, schools and the community sector. We want to scale up this model of integrated working within a family hub network through greater co-location of services so that regardless of where a family is, they will be able to access the same offer of integrated support.

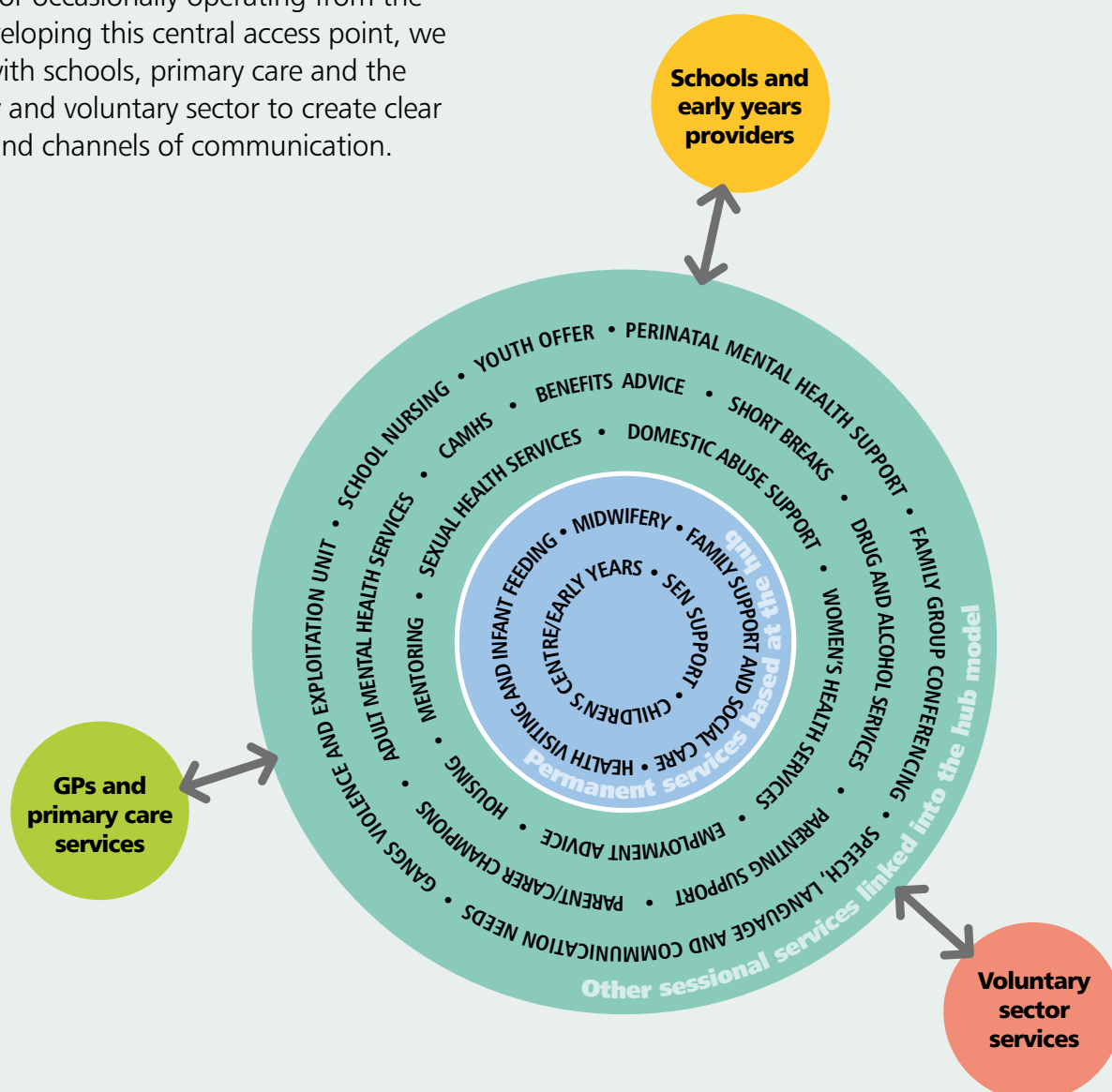


Family hubs are centres which form part of a wider integrated model of services, providing a central access point for integrated services, with professionals working together through co-location, data-sharing and a common approach to working with children, young people and families. This approach ensures services are more efficient and families receive more effective support. Centres can take a variety of forms including a dedicated building, pop-up outreach provision in community spaces, and virtual platforms.

Family Hubs

To achieve this, we will adopt a whole system approach, outlined within this strategy, enabling truly integrated pathways and shared practice models (underpinned through joint workforce development) which brings together services for the whole family to provide a joined-up offer of support for families with a single access point. This will be delivered through a combination of permanent services which are based at the hub, forming our core offer, as well as a wide range of other sessional services which will be linked into or occasionally operating from the hub. In developing this central access point, we will work with schools, primary care and the community and voluntary sector to create clear pathways and channels of communication.

In redesigning our services and commissioned arrangements within this framework, we will ensure clear points of access for children and young people, offering a structured approach for escalating need to target support appropriately and de-escalate wherever possible away from statutory services. The aim across all services within the partnership will be to ensure support provided is proportionate to presenting need, allowing the family to make change and sustain it independently.



What we will do

- We will review our current service arrangements, including through public consultation, to ensure we can offer the right support to children, young people and families, informed by the approach to early intervention outlined in this strategy. In doing so, we will adopt the principles of the Youth Voice Strategy, working with young people to influence and shape the future service offer
- We will develop a clear practice model for early intervention across the partnership in Hammersmith & Fulham including a framework for assessment and intervention, improved training to address identified issues, a structured menu of interventions and a shared set of outcomes across the partnership to improve joint working and sharing of best practice
- We will develop specific pathways for vulnerable young people including those with mental health problems, drawing on the full range of resources, expertise, and insight of all partners.



Key workers

In addition, we will be seeking to develop and expand on key working to support in embedding and unifying this work across our early intervention offer.

The 'key worker' model is a method of service delivery involving a person who works in a guiding role with families as a single point of contact across systems to empower them by providing support, resources and information tailored to meet their individual needs.

Our early intervention offer will build on the positive experiences of other local authorities through the development and measured expansion of a key worker, or 'family navigator' model to deliver early support interventions.

Currently, key working functions exist within H&F's specialist services offer. There is a variety of expertise within these from educational psychologists, practitioners trained in trauma-informed, mentalisation-based therapy, systemic family therapy, parenting intervention, substance misuse to name a few. Our intention is to draw on the learning gained so far, both from these roles and the use of navigators in other areas.

Family navigators

The shared culture and way of working described throughout this strategy will inform development of the family navigator practice model. An emphasis will be placed on working with young people and families from a strengths perspective, evaluating and supporting families ability to respond to the need of the young person and make improvements for themselves. Assessments, plans and progress measures will

all be co-produced and agreed with families against a common format, establishing a pathway towards independence for the family.

The family navigator model of support, combined with low level support such a group intervention, will enable the type and degree of support to change as a family's needs change. This is intended to ensure positive outcomes for the child or young person while building the family's resilience and capacity and will be jointly developed and agreed between the navigator and family so that progress can be sustained independently. Step-down processes will also be embedded, including, where necessary periodic 'checking in' or re-engagement and light touch contact by community-based providers.

Indicative functions of this family navigator role include:

- To act as a 'bridge' between the community and our early intervention offer, helping to develop a better understanding of need and how services could be offered differently. Often being the first point of contact for families
- To work with families, who may be more isolated, and at risk of poorer outcomes, to access services – through home visits, working with GPs and schools
- To support professionals across the early intervention, offer to engage with families
- To participate with other professionals in the development and review of a family plan for families who need support
- To support families to have their voices heard and to move towards greater self-efficacy.

What we will do

In keeping with the remit of family navigators to work across sectors there is the opportunity to 'locate' this role within certain key services including special education needs and disabilities, mental health, family support, youth justice and youth services. This shared arrangement will create opportunities for shared funding of posts to maximise both quality and value for money. There is also the opportunity to engage, via competitive procurement, a trusted local partner as the host organisation for this function.

Implementation of the family navigator model will occur via the following phased approach with further refinement of tasks to be collaboratively agreed at a later date:

- Family navigator training – including joint training to create a shared culture and way of working that cross professional boundaries and disciplines, joint development of thresholds and much clearer step-up and step-down processes
- Development of a family navigator practice model that both meets current needs and anticipates family hub model, based on joint resourcing decisions
- Implementation of the new, enhanced family navigator role at identified points across the system, including linking in with volunteer services to bolster the scope of the family navigator role and build capacity across local areas within H&F
- Integration of the family navigator role and function within the newly developed family hub offer.

We will adopt the principle of continuous learning outlined in this strategy by developing peer support schemes and intelligent supervision for family navigators to create opportunities to reflect and learn about what worked well and what was challenging.



Acknowledgements

This strategy was extensively co-produced with stakeholders across the borough who all contributed to the development of our local area approach. Thank you to all those involved for your invaluable insight, practical suggestions and constrictive criticism. The result has been a document which is truly owned by all partners across the borough which sets a strong framework for how we will work together to improve outcomes for our community.

With sincere thanks to

- Hammersmith and Fulham Borough Team in NHS North West London
- West London NHS Trust
- Central London Community Healthcare NHS Trust
- Hammersmith & Fulham Children's Services, Economic Development, Community Safety, Libraries, Housing
- Schools
- Young Hammersmith & Fulham Foundation
- Youth Council and all young people who contributed

Appendix 2 - H&F Equality Impact Analysis 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:

- 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	22/23
Name and details of policy, strategy, function, project, activity, or programme	Title of EIA: Early Intervention Strategy (new) Short summary: The Early Intervention Strategy outlines our approach to working together to support all children, young people, and their families at the earliest opportunity from universal services through to targeted support where necessary. Through the implementation of this strategy, all partners in the local area commit to improved integrated and partnership working to ensure we have an efficient and effective whole system approach to create services which keep children safe, support them to thrive and ensure every child fulfils their potential.
Lead Officer	Name: Alistair Ayres Position: Head of Programmes, Children's Commissioning Email: Alistair.Ayres@lbhf.gov.uk Telephone No: 020 8753 3994
Date of completion of final EIA	20/06/2022

Section 02	Scoping of Full EIA		
Plan for completion	Timing: N/A Resources: N/A		
Analyse the impact of the policy, strategy, function, project, activity, or programme	Analyse the impact of the policy on the protected characteristics (including where people / groups may appear in more than one protected characteristic). You should use this to determine whether the policy will have a positive, neutral, or negative impact on equality, giving due regard to relevance and proportionality.		
	Protected characteristic	Analysis	Impact: Positive, Negative, Neutral
	Age	The vision of the strategy is to ensure every child, young person and family is happy, healthy and has the opportunity to thrive, supported by an effective community network. This vision is embedded in practice and demonstrated at each life stage throughout the strategy.	Positive

Disability	Our approach adopts inclusion in its widest sense, including children and young people with SEND.	Positive
Gender reassignment	There is no anticipated impact in relation to gender reassignment	Neutral
Marriage and Civil Partnership	There is no anticipated impact in relation to marriage and civil partnership	Neutral
Pregnancy and maternity	The Strategy aims to transform outcomes for children and young people including from pre-birth. Therefore, the strategy commits to develop the role of Maternity and Community Champions including upskilling the workforce, and outlines our ambition to integrate maternity, midwifery and local authority early years and health visiting services to improve user experience and support provided	Positive
Race	Strategy specifically aims to address disproportionality and to be fully inclusive. Our services commit to value and demonstrate our respect for diversity, and to reach into communities to deliver support in the right way for all families to encourage greater engagement.	Positive
Religion/belief (including non-belief)	There is no anticipated impact in relation to religion/belief	Neutral
Sex	There is no anticipated impact in relation to sex	Neutral
Sexual Orientation	There is no anticipated impact in relation to sexual orientation	Neutral

Human Rights or Children's Rights

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

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

No

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

No

Section 03	Analysis of relevant data Examples of data can range from census data to customer satisfaction surveys. Data should involve specialist data and information and where possible, be disaggregated by different equality strands.
Documents and data reviewed	Early Years Outcomes Dashboard From pregnancy to children aged 5 (foundationyears.org.uk) CHLDRN - Local and national data on childhood vulnerability Children's Commissioner for England (childrenscommissioner.gov.uk) Child and Maternal Health - Data - OHID (phe.org.uk) H&F Young Adults Joint Strategic Needs Assessment (lbhf.gov.uk) Joint Strategic Needs Assessment 2013-2014.pdf (lbhf.gov.uk) Growing-up-in-HF-Final 2020-11-13-145504.pdf (yhff.org.uk)
New research	N/A

Section 04	Consultation
Consultation	<p>In line with the H&F priority of doing things with residents not to them, the Early Intervention Strategy has been extensively co-produced with partners across the borough. This was led by a core working group of key stakeholders including North West London CCG, West London NHS Trust, Central London Community Healthcare NHS Trust, Children's Commissioning, Education, Early Years, Family Support, Family Assist, Youth Justice Service, Public Health, Youth Voice and Young Hammersmith and Fulham Foundation. All partners were involved in drafting the strategy and supported review and feedback throughout its development.</p> <p>To inform development, a series of workshops were held to agree our partnership principles, understand how each service will be represented in the strategy and to further embed our joint working approach. This included consultation with voluntary and community sector organisations through the Young Hammersmith and Fulham Foundation Local Leaders Network. Members also supported by reviewing and providing feedback during development of the strategy.</p> <p>We also consulted with young people through a menti-meter survey to ask about their experiences living in H&F, who/where they would go to for help, and what is important to them about how they receive support. We also worked closely with the Youth Voice Coordinator to utilise recent existing feedback from young people to make sure we were listening and responding to what they had already told us they want across our services.</p>

Following approval by the Children's Leadership Team and Cabinet Member for Children and Education, the Strategy was launched for public consultation in June 2022 via the 'H&F Have Your Say' platform.

The consultation was shared via the Children's Services staff newsletter, school staff zone newsletter, the H&F website, ParentsActive forum, GP forum, health channels, and Young Hammersmith & Fulham Foundation membership. Additionally, information on the consultation was shared with parents and young people through in person engagement sessions and with Young Hammersmith & Fulham Foundation members through a virtual forum hosted in July 2022.

Analysis of consultation outcomes

The consultation was seen by 235 people, however the total number of responses received was low despite efforts by all members of the project group to publicise the activity. 13 responses were received from professionals, parents and carers, and were largely positive in nature. Due to the extensive effort to frontload engagement across the local area during the development of the strategy, this response rate demonstrates that the strategy already reflects comments received throughout the process of co-production.

A report of consultation responses received can be found here:

[1 Have Your Say Of Early Intervention Strategy 28 February 22 To 24 July 22 Survey Responses Full.pdf](#)

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Section 05

Analysis of impact and outcomes

Analysis

The consultation did not raise any comments in relation to protected characteristics.

Section 06

Reducing any adverse impacts and recommendations

Outcome of Analysis

The feedback received did not identify any adverse impacts and therefore no changes have been made in this regard

Section 07

Action Plan

Action Plan

Note: You will only need to use this section if you have identified actions as a result of your analysis

To be completed following closure of the planned consultation in July 2022

	Issue identified	Action (s) to be taken	When	Lead officer and department	Expected outcome	Date added to business/service plan
	N/A	N/A	N/A	N/A	N/A	N/A

Section 08	Agreement, publication and monitoring
Senior Managers' sign-off	Name: Sarah Bright Position: Assistant Director Children's Commissioning Email: sarah.bright@lhb.gov.uk Telephone No: 07768251218
Key Decision Report (if relevant)	Date of report to Cabinet/Cabinet Member: 10 / 10 / 2022 Key equalities issues have been included: Yes. No equalities issues identified.
Equalities Advice (where involved)	Name: N/A Position: N/A Date advice / guidance given: N/A Email: N/A Telephone No: N/A

Appendix 3 - Strategy amendments from consultation:

Consultation Response	Amendment Made
Increase focus on working with health - GPs (family doctors) and child health specialists	Amended to include within ' <i>Collaboration</i> ' section at page 23 – 'We will work in the spirit of the Hammersmith Health and Care Partnership to ensure that the early intervention offer maintains and improves effective working links with, and shares information across, local GP networks'
There are examples of brilliant collaborative partnerships based around the GP practice population (eg through North End Road Medical Centre or Richford Gate practice). These should be included and expanded/developed as part of the early help strategy	Amended to include within ' <i>Collaboration</i> ' section at page 23, and ' <i>Learning</i> ' section at page 27 – 'We will continue to encourage and support collaborative partnerships based around GP practice population.'
More could be done around Youth Voice in regards to how it will influence, shape and decide what services are offered and in quite a practical way.	Already captured in throughout the document however amended in ' <i>Redesigning Early Intervention</i> ' section at page 29 – 'We will review our current service arrangements, including through public consultation, to ensure we can offer the right support to children, young people and families, informed by the approach to early intervention outlined in this strategy. In doing so, we will adopt the principles of the Youth Voice Strategy, working with young people to influence and shape the future service offer.'
Talk practically about how the network of the collaboration will work together Talk about the purpose of collaboration and how learning will inform continuous improvement	Already captured in ' <i>Learning</i> ' section at page 27, however amended to read - 'We will develop forums with local community organisations to talk about what is happening locally and to spot issues and trends, facilitating shared learning and informing continuous improvement.'
A more centralised way to information share with other organizations within the borough such as a singular website or location where organizations can place information.	Already captured in ' <i>Accessible</i> ' section at page 20 – 'We will align our Family Information Service with our Local Offer platform and work with local parents to develop a more responsive, easily accessible and useful resource for families using this website.'
There could be more use of strength	Strengths based language already

based language	demonstrated in ' <i>Our shared vision</i> ' section at page 7-8, and throughout the partnership principles, demonstrated through the sections on 'what do we want to achieve' at pages 15-27
Very clearly defined pathways	Already included as an action to develop from the strategy within the ' <i>Accessible</i> ' section.
Glossary of terminology Simple language and user friendly Simpler language bullet points	To be incorporated into easy read version
More visuals, different media Communication in different languages	To be incorporated into design work
Perhaps more detail on how schools will be linked to the Family Hubs and early help system generally	To be considered as Family Hubs are developed
More effort should be made to educate teachers on how to work with children with dyslexia dis calculus and dyspraxia	Shared with SEND colleagues as more appropriate to reference within SEND Strategy.

Report to: Cabinet

Date: 10/10/2022

Subject: Capital Programme Monitor & Budget Variations, 2022/23 (First Quarter)

Report of: Cabinet Member for Finance & Reform, Councillor Rowan Ree

Responsible Director: Sukvinder Kalsi, Director of Finance

SUMMARY

This report provides a financial update on the council's capital programme and requests approval for budget variations to the capital programme.

RECOMMENDATIONS

1. To note the net forecast increase in forecast 2022/23 capital expenditure of £0.9m. The variations are detailed in Appendix 2.
2. To approve the updated four-year capital programme 2022-2026 of £681m as detailed in Appendix 1.
3. To note the potential risks regarding the Housing Capital Programme, as summarised in paragraphs 21-23.

Wards Affected: All

The capital programme contains schemes and projects which are directly linked to the Council's priorities.

Our Values	Summary of how this report aligns to the H&F Values
Being ruthlessly financially efficient	<p>All capital investment decisions are required to be underpinned by a robust business plan that sets out the full costs and risks and any expected financial return alongside the broader outcomes including economic and social benefits.</p> <p>Officers are responsible for monitoring and delivering projects within approved budgets and reporting variances.</p> <p>This report provides detailed analysis of the Council's capital programme financial position and highlights any potential risks and their impact on the Council's resources.</p>

Financial Impact

This report is wholly of a financial nature.

Budget Council approved a four- year capital programme for 2022/23 to 2025/26 of £577.1m. The programme now stands at £681m. The increase of £103.9m is mainly due to:

- the carry forward of unspent budgets of £42.8m from 2021/22 to future years
- the inclusion of a budget, as agreed by July 2022 Council, of £58.6m for the Hartopp and Lannoy development.
- Other variations of £0.9m as detailed in Appendix 2.

The economic outlook is uncertain with supply constraints and labour shortages, driven by the war in Ukraine, Covid and Brexit, leading to higher prices for works and materials and pressure on wages. The June inflation rate, as measured by the Consumer Price Index, is 9.4% with the Bank of England (BoE) forecasting that it will peak at just over 13% in the last 3 months of 2022. The BoE expect it to remain at very elevated levels throughout much of 2023, before falling to 2% two years ahead. As part of their policy response to the increase in inflation the BoE have increased the interest base rate to 1.75% with further increases likely. The upturn in inflation represents a significant financial risk to the capital programme as it impacts on budgeted costs, contractor performance, potential receipts and scheme viabilities. This risk needs to be kept under review with mitigating actions taken as necessary.

As part of their policy response to the increase in inflation the BoE have increased the interest base rate to 1.75% (it was 0.25% in December 2021). The interest rate regarding long-term borrowing from the Public Works Loans Board (PWLb) now stands at 2.99% compared to 1.5% in December 2021. Most economic forecasters expect that there will be further interest rate increases.

The Council's underlying need to borrow (capital financing requirement (CFR)) to support the capital programme is forecast to increase by £446m over the next 4 years (£56m regarding the headline General Fund CFR, £103m regarding self-financing schemes and £287m regarding the Housing Revenue Account). For illustrative purposes it is currently estimated that the increase of £56m in the GF CFR will result in an estimated additional revenue budget requirement of £3.5m ¹per annum by 2026/27.

The increase in build cost inflation and borrowing costs is bad news for the council and will result in additional financial pressures that need to be addressed through the Medium Term Financial Strategy and HRA business plan. Actions that may partially mitigate against the increase in interest rates, such as use of available internal cash balances or borrowing for shorter-term periods, will continue to be explored with the Council's Treasury Management Team. The revenue affordability and financial sustainability of the council's current, and future, capital expenditure plans, including

¹ Current cost of borrowing rate of 6.27% calculated using the latest discounted certainty PWLB interest rate of 2.99% and minimum revenue provision (MRP) of 3.28%. The MRP rate for 2022/23 is lower than the previously estimated 3.34% due to use of the latest data on asset lives.

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self-financing schemes, will also need to be reviewed on ongoing basis and as part of the development of the 2023-27 capital programme.

Name: Andre Mark, Head of Strategic Planning and Investment, telephone: 07776673099, 25 September 2022.

Legal Implications

There are no direct legal implications in relation to this report. Legal advice will be sought for each Procurement within the programme and will comply with the Council's Contract Standing Orders and the Public Contract Regulations.

Adesuwa Omoregie, Assistant Director, Legal Services telephone: 0208 7532297, 16 August 2022.

Background Papers Used in Preparing This Report

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report:

- Capital Programme 2022-26 (published February 2022)
-

CAPITAL PROGRAMME 2022-23 – Q1 OVERVIEW

1. The updated Quarter 1 capital programme is summarised in Table 1. After allowance for the carry forward of budgets of £42.8m from 2021/22 the 4 -year programme of £681m has increased by £61.1m. This is largely due to the inclusion of an additional £58.6m budget, following approval at July Council, for taking forward the Hartopp and Lannoy development to practical completion. All the variations are detailed in Appendix 2.

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Table 1 – LBHF Capital Programme 2022-26 with proposed 2022-23 Q1 variations

	2022/23 Original Budget £'000	2022/23 Revised Budget @ Outturn 2021/22 £'000	Total Variations £'000	2022/23 Revised Budget (Q1) £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total Budget (All years) £'000
CAPITAL EXPENDITURE								
Children's Services	3,748	6,294	-	6,294	3,579	-	-	9,873
Social Care	957	1,959	1,496	3,455	-	-	-	3,455
Environment Department	10,060	28,544	797	29,341	4,126	3,511	3,515	40,493
Finance and Resources Department	4,585	6,188	-	6,188	-	-	-	6,188
General Fund Schemes under the Economy Department	94,592	101,481	(2,339)	99,142	65,791	7,400	2,400	174,733
Sub-total (General Fund)	113,942	144,466	(46)	144,420	73,496	10,911	5,915	234,742
Economy Department-HRA Programme	77,654	76,488	898	77,386	153,540	143,658	71,723	446,307
Sub-total Economy Department (HRA)	77,654	76,488	898	77,386	153,540	143,658	71,723	446,307
Total Expenditure	191,596	220,954	852	221,806	227,036	154,569	77,638	681,049
CAPITAL FINANCING								
Specific/External Financing:								
Government/Public Body Grants	6,483	15,281	1,496	16,777	3,579	-	-	20,356
Grants and Contributions from Private Developers (includes S106/CIL)	7,636	18,923	899	19,822	7,243	9,018	4,704	40,787
Capital Grants/Contributions from Non-departmental public bodies	45	1,507	(24)	1,483	-	-	-	1,483
Capital Grants and Contributions from GLA Bodies	5,278	8,000	1,547	9,547	6,518	9,424	4,537	30,026
Leaseholder Contributions (Housing)	1,598	1,598	-	1,598	1,811	1,449	931	5,789
Sub-total - Specific Financing	21,040	45,309	3,918	49,227	19,151	19,891	10,172	98,441
Mainstream Financing (Internal):								
Capital Receipts - General Fund	13,911	14,678	-	14,678	-	-	-	14,678
Capital Receipts - HRA	3,156	3,221	(2,394)	827	6,117	5,841	30,008	42,793
Major Repairs Reserve (MRR)	16,620	16,620	-	16,620	17,013	17,415	17,934	68,982
Earmarked Reserves (Revenue)	-	1,128	(232)	896	-	-	-	896
Sub-total - Mainstream Funding	33,687	35,647	(2,626)	33,021	23,130	23,256	47,942	127,349
Borrowing-General Fund	85,568	89,630	(2,265)	87,365	68,456	10,911	5,915	172,647
Borrowing -HRA	51,301	50,368	1,825	52,193	116,299	100,511	13,609	282,612
Total Capital Financing	191,596	220,954	852	221,806	227,036	154,569	77,638	681,049

GENERAL FUND – MAINSTREAM PROGRAMME AND CAPITAL RECEIPTS

- The General Fund (GF) mainstream programme cuts across the departments and represents schemes which are funded from Council resources (capital receipts or borrowing). It is the area of the programme where the Council has the greatest discretion. The mainstream programme and quarter 1 movements are summarised in Table 2 and identify a £4m reduction in 2022/23 expenditure.

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Table 2 – LBHF GF Mainstream Capital Programme 2022-26 with proposed 2022-23 Q1 variations:

	Revised Budget 2022/23 @ 2021/22 Outturn	Variations (Q1)	Revised Budget 2022/23 (Q1)	Indicative Budget 2023/24	Indicative Budget 2024/25	Indicative Budget 2025/26	Total Budget (All years)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Approved Expenditure							
Social Care Capital projects [ASC]	129	-	129	-	-	-	129
Invest to Save-Flexible Use of Capital Receipts [FIN]	5,274	-	5,274	-	-	-	5,274
Investment in Digital Infrastructure [RES]	914	-	914	-	-	-	914
Capital Investment in Street Lighting [ENV]	665	-	665	-	-	-	665
WMC JV Exit Costs [ECD]	1,873	-	1,873	-	-	-	1,873
Carnwath Road [ECD]	1,870	(1,870)	-	1,870	-	-	1,870
Hammersmith Bridge Strengthening [ENV]	2,264	133	2,397	-	-	-	2,397
Hammersmith Bridge Pre Restoration Works [ENV]	1,167	19	1,186	-	-	-	1,186
Safer Cycle Pathway [ENV]	-	-	-	-	-	-	-
Public CCTV [ENV]	510	-	510	1,370	1,135	1,139	4,154
Other Highways Capital Schemes [ENV]	-	214	214	-	-	-	214
North End Road - Good Growth Fund [ECD]	1,152	-	1,152	-	-	-	1,152
HRA Watermeadow adjustment [ECD]	1,524	-	1,524	-	-	-	1,524
Foster carers' extension [CHS]	184	-	184	-	-	-	184
Leisure Centre Capital Investment [ENV]	358	-	358	90	-	-	448
Planned Maintenance/DDA Programme [ECD]	8,366	(1,000)	7,366	3,400	2,400	2,400	15,566
Electric Vehicles [ENV]	-	150	150	-	-	-	150
Footways and Carriageways [ENV]	2,560	(174)	2,386	2,030	2,030	2,030	8,476
Column Replacement [ENV]	363	-	363	346	346	346	1,401
Parks Programme & Libraries [ENV]	448	(268)	180	-	-	-	180
Hammersmith Town Hall Refurbishment [ECD]	16,929	-	16,929	7,620	-	-	24,549
Community Schools Programme [ECD]	1,123	-	1,123	60	-	-	1,183
Education City regeneration [ECD]	-	-	-	3,500	-	-	3,500
Farm Lane/Mund Street [ECD]	2,004	(935)	1,069	935	-	-	2,004
Investment in Affordable Housing-Lillie Road Site [ECD]	1,285	(284)	1,001	284	-	-	1,285
Total Mainstream Programmes	50,962	(4,015)	46,947	21,505	5,911	5,915	80,278
Financing							
Capital Receipts	14,678	-	14,678	-	-	-	14,678
Increase/(Decrease) in Borrowing	36,284	(4,015)	32,269	21,505	5,911	5,915	65,600
Total Financing	50,962	(4,015)	46,947	21,505	5,911	5,915	80,278

- The mainstream programme presented in Table 2 does not include self-financing schemes (where the net General Fund revenue borrowing costs are nil). Appendix 5 details the self-financing schemes and their borrowing requirement.
- A key financial focus of the capital monitoring report is the potential impact of capital expenditure on future borrowing and its revenue affordability. The Council's underlying need to borrow for a capital purpose is measured through the CFR and incorporates the forecast borrowing for the mainstream programme. The current forecast for the General Fund Headline CFR (excluding the self-financing schemes set out in Appendix 5) is set out below:

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	Last forecast (2022/23 opening budget)	Current forecast (2022/23 Q1)
General Fund CFR	£m	£m
2021/22 Closing CFR (actual)	128.91	128.91
2022/23 Closing CFR	163.60	159.62
2025/26 Closing CFR	184.66	184.96

5. The underlying need to borrow is forecast to increase by £56m over the next four years. By 2026/27 illustrative modelling indicates that this will increase annual revenue borrowing costs by an estimated £3.5m. This will need to be allowed for within future budget planning and the medium-term financial strategy process.
6. The mainstream forecast assumes funding of £14.7m (including £1.5m brought forward from 2021/22) from capital receipts. These will be partially used to support invest to save expenditure and IT investment of £6.1m in accordance with the council's reserve strategy and action plan.
7. New capital receipts of £13.78m are anticipated in 2022/23. These will be used to support investment in the Council's General Fund capital schemes. Should the receipts slip to future years, or not proceed, then there is risk that the 2022/23 CFR increase will be greater than the current forecast.
8. The General Fund capital programme includes several regeneration schemes that are at an early stage. These include £6.3m for the Farm Lane, Mund Street and Lillie Road developments, £2.2m for the Community Schools Programme and £3.5m for Watermeadow Joint Venture exit costs. Should these schemes not fully progress there is a risk that some, or all, of the expenditure may need to be written off to revenue. As mitigation against this risk the Development Board (chaired by the Director of Economy) is providing a gateway and governance process for these schemes before commitment of funds. An earmarked revenue reserve of £5m is also set aside as further mitigation.
9. There are currently no forecast capital receipts beyond 2022/23. However, the Council's Property Transformation Strategy is systematically reviewing all assets as part of asset management best practice and as part of the wider accommodation strategy in light of the Council's 'Hello Hybrid Future' strategy. As part of this programme of work, surplus assets may be identified that cannot be re-purposed for other uses and that could be sold for a capital receipt to support the capital programme. Any decisions on asset disposals will be the subject of a future report.
10. Following confirmation of 2022/23 government grant allocations, an additional 2022/23 budget of £0.985m for Disabled Facilities Grant and £0.511m for other Adult Social Care capital schemes is included within the programme. The decision on how the Adult Social Care allocation is spent is delegated to the Strategic Director of Social Care in consultation with the Director of Finance and

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the Cabinet Member for Health and Adult Social Care and Cabinet Member for Finance and Reform.

11. There was an incident at the Civic Campus on 11 May 2022 when the structural steelwork in the Town Hall inner courtyard collapsed. Two people sustained injuries and we understand both are recovering well. The cause of the collapse is currently unknown and investigations continue. On 12 May the Health and Safety Executive (HSE) issued a Direction to Leave Undisturbed for the Town Hall element of the site followed by an amended directive on 19 May which reduced the area in question to just the Town Hall courtyard. On 12 July, the existing Direction to Leave Undisturbed was lifted and replaced with a new one specific to the atrium allowing very limited entry into the area. This will most likely stay in place until the process to remove the collapsed steelwork starts.
12. There will be financial and programme impacts as a result of this incident, although the extent is unknown at this point. Work is underway to capture any resultant costs as part of a wider Civic Campus update that is expected to come to Cabinet.

HOUSING CAPITAL PROGRAMME OVERVIEW

13. Housing Capital expenditure for 2022/23 is forecast at £77.4m and for the four-year programme to 2025/26 spend is expected to be £446.3m. The expenditure and funding analysis of the Housing Programme is summarised in Table 3 below.

Table 3 – Housing Capital Programme 2022-26 with proposed 2022-23 Q1 variations:

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	2022/23 Revised Budget as @ 2021/22 Outturn £'000	Total Variations £'000	Revised Budget 2022/23 (Q1) £'000	Indicative 2023/24 Budget £'000	Indicative 2024/25 Budget £'000	Indicative 2025/26 Budget £'000
Approved Expenditure						
HRA Asset Management and Compliance Programme	66,438	(10,191)	56,247	95,071	75,226	63,101
Building Homes and Communities Strategy	8,321	9,820	18,141	19,020	28,952	533
Other HRA Capital Schemes	1,729	1,269	2,998	39,449	39,480	8,089
Total Housing Programme	76,488	898	77,386	153,540	143,658	71,723
Available and Approved Resource						
Capital Receipts - Unrestricted	3,156	(3,022)	134	3,331	5,841	30,008
Capital Receipts - RTB (141)	65	628	693	2,786	-	-
Capital Receipts - GF	1,432	-	1,432	-	-	-
Major Repairs Reserve (MRR)	16,620	-	16,620	17,013	17,415	17,934
Contributions Developers (S106)	231	-	231	5,782	9,018	4,704
Contributions from leaseholders	1,598	-	1,598	1,811	1,449	931
Capital Grants from Central Government	239	-	239	-	-	-
Capital Grants and Contributions from GLA Bodies	49	-	49	3,006	4,689	3,069
RtB GLA Ringfence	2,622	1,467	4,089	3,512	4,735	1,468
Borrowing (HRA)	50,368	1,825	52,193	116,299	100,511	13,609
Borrowing (GF)	108	-	108	-	-	-
Total Funding	76,488	898	77,386	153,540	143,658	71,723

14. Within the Housing Capital Programme there has been a net budget increase of £0.9m. Detailed analysis of the budget variances is presented in Appendix 2. The risks associated with funding the future years' Housing Capital Programme are summarised in paragraphs 21-23.

15. The HRA CFR is shown in Table 4 below:

Table 4 – HRA CFR at Q1 2022-23 (including future years forecast):

HRA CFR Forecast	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Closing Forecast HRA CFR	256.97	309.16	425.46	525.97	539.58

16. The Housing Revenue Account 2022/23 CFR has increased by £52.2m in comparison to 2021/22. This is mainly due to 2021/22 budgets being reprofiled to 2022/23 and enlarged HRA Asset Management and Compliance Programme budget envelop. The HRA CFR is forecast to increase to £539.6m by the end of 2025/26.
17. In July 2022 the Full Council approved further £58.6m budget (including contingency) to deliver 134 new homes at Hartopp & Lannoy site which will be mixture of social and affordable rents, affordable ownership and private homes

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sales. This will bring the total project budget envelope to ££61m funded through a combination of HRA borrowing, GLA grant, Right to Buy receipts and capital receipts from private sales. The current capital programme has been updated to incorporate this newly approved budget.

18. As set out in Appendix 1, there has been a realignment between Safety and Compliance programme and the Repairs programme. This is based on the latest spend estimates. This includes an additional £2.294m allowance for Complex Repairs.
19. Any future shortfalls in funding of the Complex Repairs schemes will need to be considered as a part of 2023-27 capital programme.

HOUSING CAPITAL PROGRAMME RISKS

20. The following risks associated with funding of future years' expenditure have been identified within the Housing Capital programme:
21. **S106 Funding:** The proposed programme for 2022/23–2025/26 relies on £19.7m of S106 receipts for affordable housing, of which £16.1m has been received to date with the remainder dependent on the associated developments proceeding in a timely manner. There is a risk should such contributions materialise.
22. **Right to Buy funding:** The Council has an agreement with the Greater London Authority (GLA) which gives the Council a further three years to use any receipts (plus interest) paid to Central Government after they have been held by the Council for five years (eight years in total). As at 31 March 2022, the GLA held £23.9m of Hammersmith & Fulham RTB receipts. To fully utilise these the Council will need to approve expenditure of £79m, by Q2 2023/24, on qualifying new build schemes. Whilst current monitoring indicates that such receipts will be fully utilised, there is a risk that any delay in progressing the schemes may prevent the full use of such receipts.
23. **Building Safety Act and Fire Safety Act:** The Building Safety Act came into force on 28 April 2022 whereas the Fire Safety Act was enacted in 2021. These legislations will significantly impact on the Council in its role as landlord. Whilst the Council has already approved its current Asset Management and Compliance Programme, which is included in the Capital Programme, additional safety requirements and further significant capital requirements will need to be considered. An updated Asset Management Capital Strategy, setting out a 12-year plan, was approved by the Cabinet in September 2021. Four -year spend for the period 2022/23-2025/26 has already been incorporated into the current Capital Programme. The impact of the proposals has been modelled in the latest HRA 40-year Business Plan and indicates a requirement for additional revenue savings to finance the significant capital servicing costs involved.

REASONS FOR DECISION

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24. This report reports the quarter 1 position to Cabinet and seeks revisions to the Capital Programme which require the approval of Cabinet in accordance with the Council's financial regulations.

EQUALITY IMPLICATIONS

25. There are no direct equalities implications in relation to this report. This paper is concerned entirely with financial management issues and, as such, the recommendations relating to an increase in capital allocations, will not impact directly on any group with protected characteristics, under the terms of the Equality Act 2010.

RISK MANAGEMENT

26. In the initial stages of any development, major capital projects will have significant uncertainties. For example, these may relate to the planning process, the views and interest of residents and stakeholders who must be consulted, ground conditions, or the costs of rectifying or demolishing existing buildings (e.g. the cost of asbestos removal). Construction companies and developers contracting with the Council which experience financial instability, particularly an issue following Covid-19 pandemic pressures, Brexit and the war in Ukraine and the impact of cost inflation. They may not be able to raise sufficient finance to cash flow operations, any potential insolvency process could lead to a costly process of changing suppliers without any guarantee of remaining within overall budget, the Council could suffer direct financial loss and any defects or other issues may not be resolvable as anticipated. To mitigate the Council carefully considers the financial robustness of any contractor and requests appropriate financial standing assurance and support wherever possible.
27. Large scale capital projects can operate in environments which are complex, turbulent, and continually evolving. Effective risk identification and control within such a dynamic environment is more than just populating a project risk register or appointing a project risk officer. Amplifying the known risks so that they are not hidden or ignored, demystifying the complex risks into their more manageable sum of parts and anticipating the slow emerging risks which can escalate rapidly are all necessary components of good capital programme risk management.
28. The impact to councils of the Grenfell Tower fire are yet to be fully established. It is certain that many councils are/will be undertaking property reviews to determine the levels of improvements required to ensure fire safety arrangements within their buildings meet both the expectations of the residents and that they comply with building regulations and other statutory duties.
29. The Fire Safety Act 2021 (the Act) received Royal Assent on 29 April 2021 and commenced on 16 May 2022. The Act amended the Regulatory Reform (Fire Safety) Order 2005 (the Fire Safety Order). The Act confirms that responsible persons (RPs) for multi-occupied residential buildings must assess, manage and put in place measures to reduce the risk of fire for the structure and external walls of the building, including cladding, balconies and windows, and entrance doors to individual flats that open into common parts.

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30. The Dame Judith Hackitt independent review of fire safety, following the Grenfell tragedy, recognises that High Rise Residential Buildings (10 Storeys and above) are a special risk where layers of fire protection must be put in place so as to reduce the risk to as low as reasonably possible, however reducing the risk for all residential accommodation is fundamental. This process is on-going and must be continually reviewed at least annually.
31. All works must comply with the Construction (Design and Management) Regulations. The Council must appoint a Principal Designer and Principal Contractor with the necessary and demonstrable expertise and competence.
32. Proposals set out in this report seek to comply with the Council's legal duties.
33. The report sets out the ongoing economic uncertainty, including the potential for further interest rate rises to be agreed by the Bank of England, and identifies actions which will, in part, mitigate this risk.
34. Implications completed by: David Hughes, Director of Audit, Fraud, Risk and Insurance, 15 August 2022

VAT IMPLICATIONS

35. The Council needs to carefully consider its VAT partial exemption calculation and the risk of breaching the partial exemption threshold. Capital projects represent the bulk of this risk. A breach would likely cost the Council between £2-£3m per year whilst in breach. Finance are working closely with departments to ensure that partial exemption risks are considered as part of significant capital projects. Further detail on the Council's partial exemption is included in Appendix 4.
36. Implications verified by: Joanna Monaghan, Principal Accountant (Taxation), Corporate Finance, 11 August 2022.

LIST OF APPENDICES:

Appendix 1 – Detailed capital budget, spend and variation analysis by department

Appendix 2 – Analysis of budget variations

Appendix 3 – Capital receipts forecast

Appendix 4 – VAT partial exemption

Appendix 5 – Capital Financing Requirement (CFR) and Minimum Revenue Provision (MRP)

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Appendix 1 – Detailed capital budget, spend and variation analysis by department

Children's Services	Current Year Programme						Indicative Future Years Analysis			
	Analysis of Movements (Revised budget to Q1)						2023/24 Budget	2024/25 Budget	2025/26 Budget	Total Budget (All years)
	2022/23 Revised Budget as @ 2021/22 Outturn £'000	Slippages from/(to) future years £'000	Additions/ (Reductions) £'000	Transfers £'000	Total Transfers/ Virements £'000	Revised Budget 2022/23 (Q1) £'000	£'000	£'000	£'000	£'000
Scheme Expenditure Summary										
SEN sufficiency	721	-	-	-	-	721	650	-	-	1,371
Foster carers' extension	184	-	-	-	-	184	-	-	-	184
Caretakers' lodges	15	-	-	-	-	15	-	-	-	15
School Maintenance Programme	5,374	-	-	-	-	5,374	2,929	-	-	8,303
Total Expenditure	6,294	-	-	-	-	6,294	3,579	-	-	9,873
Capital Financing Summary										
Specific/External or Other Financing										
Capital Grants from Central Government	6,110	-	-	-	-	6,110	3,579	-	-	9,689
Sub-total - Specific or Other Financing	6,110	-	-	-	-	6,110	3,579	-	-	9,689
Mainstream Financing (Internal Council Resource)										
Capital Receipts	42	-	-	-	-	42	-	-	-	42
Sub-total - Mainstream Funding	42	-	-	-	-	42	-	-	-	42
Borrowing	142	-	-	-	-	142	-	-	-	142
Total Capital Financing	6,294	-	-	-	-	6,294	3,579	-	-	9,873

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Appendix 1 – Detailed capital budget, spend and variation analysis by department/cont.

Social Care Services	Current Year Programme						Indicative Future Years Analysis			
	Analysis of Movements (Revised budget to Q1)						2023/24 Budget	2024/25 Budget	2025/26 Budget	Total Budget (All years)
	2022/23 Revised Budget as @ 2021/22 Outturn	Slippages from/(to) future years	Additions/ (Reductions)	Transfers	Total Transfers/ Virements	Revised Budget 2022/23 (Q1)				
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Scheme Expenditure Summary										
Extra Care New Build project (Adults' Personal Social Services Grant)	957	-	-	-	-	957	-	-	-	957
Disabled Facilities Grant	323	-	985	-	985	1,308	-	-	-	1,308
Transforming Care (Winterbourne Grant)	300	-	-	-	-	300	-	-	-	300
Social Care Capital Projects	379	-	511	-	511	890	-	-	-	890
Total Expenditure	1,959	-	1,496	-	1,496	3,455	-	-	-	3,455
Capital Financing Summary										
Specific/External or Other Financing										
Capital Grants from Central Government	1,530	-	1,496	-	1,496	3,026	-	-	-	3,026
Capital Grants/Contributions from Non-departmental public bodies	300	-	-	-	-	300	-	-	-	300
Sub-total - Specific or Other Financing	1,830	-	1,496	-	1,496	3,326	-	-	-	3,326
Borrowing	129	-	-	-	-	129	-	-	-	129
Total Capital Financing	1,959	-	1,496	-	1,496	3,455	-	-	-	3,455

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Appendix 1 – Detailed capital budget, spend and variation analysis by department/cont.

Environment Department		Current Year Programme					Indicative Future Years Analysis			
		Analysis of Movements (Revised budget to Q1)								
2022/23 Revised Budget as @ 2021/22 Outturn	Slippages from/(to) future years	Additions/ (Reductions)	Transfers	Total Transfers/ Virements	Revised Budget 2022/23 (Q1)	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total Budget (All years)	
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Scheme Expenditure Summary										
Footways and Carriageways	2,560	-	-	-	-	2,560	2,030	2,030	2,030	8,650
Transport For London Schemes	447	-	125	-	125	572	-	-	-	572
Column Replacement	363	-	-	-	-	363	346	346	346	1,401
Capital Investment in Street Lighting	665	-	-	-	-	665	-	-	-	665
Electric Vehicle Infrastructure	3,269	-	-	-	-	3,269	-	-	-	3,269
Other Highways Capital Schemes	5,022	-	331	-	331	5,353	-	-	-	5,353
Hammersmith Bridge Existing Works	41	-	19	-	19	60	-	-	-	60
Hammersmith Bridge Stabilisation Works	8,330	-	-	-	-	8,330	-	-	-	8,330
Hammersmith Bridge Pre Restoration Works	3,500	-	-	-	-	3,500	-	-	-	3,500
Waste Collection and Disposal Projects	497	-	(24)	-	(24)	473	-	-	-	473
Public CCTV	1,410	-	-	-	-	1,410	1,370	1,135	1,139	5,054
Parks Projects	2,082	-	346	-	346	2,428	290	-	-	2,718
Leisure Centre Capital Investment	358	-	-	-	-	358	90	-	-	448
Total Expenditure	28,544	-	797	-	797	29,341	4,126	3,511	3,515	40,493

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Appendix 1 – Detailed capital budget, spend and variation analysis by department/cont.

Environment Department		Current Year Programme					Indicative Future Years Analysis			
		Analysis of Movements (Revised budget to Q1)								
2022/23 Revised Budget as @ 2021/22 Outturn	Slippages from/(to) future years	Additions/ (Reductions)	Transfers	Total Transfers/ Virements	Revised Budget 2022/23 (Q1)	2023/24 Budget	2024/25 Budget	2025/26 Budget	Total Budget (All years)	
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Capital Financing Summary										
Specific/External or Other Financing										
Capital Grants from Central Government	7,402	-	-	-	7,402	-	-	-	7,402	
Grants and Contributions from Private Developers (includes S106/S278)	5,918	-	677	222	6,817	290	-	-	7,107	
Capital Grants/Contributions from Non-departmental public bodies	1,180	-	(24)	-	1,156	-	-	-	1,156	
Capital Grants and Contributions from GLA	4,581	-	125	(45)	4,661	-	-	-	4,661	
Sub-total - Specific or Other Financing	19,081	-	778	177	20,036	290	-	-	20,326	
Mainstream Financing (Internal Council Resource)										
Capital Receipts	844	-	-	-	844	-	-	-	844	
Use of Reserves	1,128	-	-	(232)	896	-	-	-	896	
Sub-total - Mainstream Funding	1,972	-	-	(232)	1,740	-	-	-	1,740	
Borrowing	7,491	-	19	55	7,565	3,836	3,511	3,515	18,427	
Total Capital Financing	28,544	-	797	-	29,341	4,126	3,511	3,515	40,493	

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Appendix 1 – Detailed capital budget, spend and variation analysis by department/cont.

Finance and Resources Department	Current Year Programme						Indicative Future Years Analysis			
	Analysis of Movements (Revised budget to Q1)						2023/24 Budget	2024/25 Budget	2025/26 Budget	Total Budget (All years)
	2022/23 Revised Budget as @ 2021/22 Outturn £'000	Slippages from/(to) future years £'000	Additions/ (Reductions) £'000	Transfers £'000	Total Transfers/ Virements £'000	Revised Budget 2022/23 (Q1) £'000	£'000	£'000	£'000	£'000
Scheme Expenditure Summary										
Invest to Save - Flexible Use of Capital Receipts	5,274	-	-	(160)	(160)	5,114	-	-	-	5,114
Investment in Digital Infrastructure	914	-	-	-	-	914	-	-	-	914
Business Intelligence Infrastructure	-	-	-	160	160	160	-	-	-	160
Total Expenditure	6,188	-	-	-	-	6,188	-	-	-	6,188
Capital Financing Summary										
Mainstream Financing (Internal Council Resource)										
Capital Receipts	5,274	-	-	-	-	5,274	-	-	-	5,274
Sub-total - Mainstream Funding	5,274	-	-	-	-	5,274	-	-	-	5,274
Borrowing	914	-	-	-	-	914	-	-	-	914
Total Capital Financing	6,188	-	-	-	-	6,188	-	-	-	6,188

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Appendix 1 – Detailed capital budget, spend and variation analysis by department/cont.

Economy Department General Fund Managed Schemes		Current Year Programme					Indicative Future Years Analysis			
		Analysis of Movements (Revised budget to Q1)								Total Budget (All years)
2022/23 Revised Budget as @ 2021/22 Outturn	Slippages from/(to) future years	Additions/ (Reductions)	Transfers	Total Transfers/ Virements	Revised Budget 2022/23 (Q1)		2023/24 Budget	2024/25 Budget	2025/26 Budget	
£'000	£'000	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000
Scheme Expenditure Summary										
Civic Campus										
Hammersmith Town Hall Refurbishment	27,602	-	-	-	27,602		7,620	-	-	35,222
Acquisition of commercial units	21,488	-	-	-	21,488		28,340	-	-	49,828
Commercial Units- Cinema Fit Out	-	-	1,750	-	1,750		-	-	-	1,750
Equity Loan (Civic Campus)	9,858	-	-	-	9,858		6,611	-	-	16,469
Subtotal Civic Campus	58,948	-	1,750	-	60,698		42,571	-	-	103,269
Building Homes and Communities Strategy (GF sites)										
Education City Loan	22,000	-	-	-	22,000		12,000	5,000	-	39,000
Education City -Youth Facility	579	-	-	-	579		4,671	-	-	5,250
Farm Lane	591	-	-	-	591		-	-	-	591
Mund Street	2,935	(935)	-	-	(935)		935	-	-	2,935
Community Schools Programme	1,123	-	-	-	1,123		60	-	-	1,183
Investment in Affordable Housing-Lillie Road Site	1,284	(284)	-	-	(284)		284	-	-	1,284
Subtotal Building Homes and Communities Strategy (GF sites)	28,512	(1,219)	-	-	(1,219)		17,950	5,000	-	50,243
Other GF Capital Schemes managed by the Economy										
Sands End Community Centre	27	-	-	-	27		-	-	-	27
Planned Maintenance/DDA Programme	8,366	(1,000)	-	-	(1,000)		3,400	2,400	2,400	15,566
Carnwath Road	1,870	(1,870)	-	-	(1,870)		1,870	-	-	1,870
North End Road - Business Low Emissions Neighbourhood	160	-	-	-	160		-	-	-	160
North End Road - Good Growth Fund	1,741	-	-	-	1,741		-	-	-	1,741
WMC JV Exit Costs	1,857	-	-	-	1,857		-	-	-	1,857
Subtotal Other GF Capital Schemes managed by the Economy	14,021	(2,870)	-	-	(2,870)		5,270	2,400	2,400	21,221
Total Expenditure	101,481	(4,089)	1,750	-	(2,339)		65,791	7,400	2,400	174,733

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Appendix 1 – Detailed capital budget, spend and variation analysis by department/cont.

Economy Department General Fund Managed Schemes							Current Year Programme						Indicative Future Years Analysis			
							Analysis of Movements (Revised budget to Q1)									
2022/23 Revised Budget as @ 2021/22 Outturn £'000	Slippages from/(to) future years £'000	Additions/ (Reductions) £'000	Transfers £'000	Total Transfers/ Virements £'000	Revised Budget 2022/23 (Q1) £'000		2023/24 Budget £'000	2024/25 Budget £'000	2025/26 Budget £'000	Total Budget (All years) £'000						
Capital Financing Summary																
Specific/External or Other Financing																
Grants and Contributions from Private Developers (includes S106)	2,101	-	-	-	-	2,101	1,171	-	-	3,272						
Community Infrastructure Levy (CIL)	10,673	-	-	-	-	10,673	-	-	-	10,673						
Capital Grants/Contributions from Non-departmental public bodies	27	-	-	-	-	27	-	-	-	27						
Capital Grants and Contributions from GLA Bodies	748	-	-	-	-	748	-	-	-	748						
Sub-total - Specific or Other Financing	13,549	-	-	-	-	13,549	1,171	-	-	14,720						
Mainstream Financing (Internal Council Resource)																
Capital Receipts (GF)	7,086	-	-	-	-	7,086	-	-		7,086						
Sub-total - Mainstream Funding	7,086	-	-	-	-	7,086	-	-	-	7,086						
GF Borrowing	80,846	(4,089)	1,750	-	(2,339)	78,507	64,620	7,400	2,400	152,927						
Total Borrowing	80,846	(4,089)	1,750	-	(2,339)	78,507	64,620	7,400	2,400	152,927						
Total Capital Financing	101,481	(4,089)	1,750	-	(2,339)	99,142	65,791	7,400	2,400	174,733						

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Appendix 1 – Detailed capital budget, spend and variation analysis by department/cont.

Economy Department- HRA Capital Programme

Current Year Programme

Indicative Future Years Analysis

	Analysis of Movements (Revised budget to Q1)									
2022/23 Revised Budget as @ 2021/22 Outturn £'000	Slippages from/(to) future years £'000	Additions/ (Reductions) £'000	Transfers £'000	Total Transfers/ Virements £'000	Revised Budget 2022/23 (Q1) £'000	2023/24 Budget £'000	2024/25 Budget £'000	2025/26 Budget £'000	Total Budget (All years) £'000	
8,445	(704)	-	1,031	327	8,772	954	6,868	7,368	23,962	
7,180	1,007	-	-	1,007	8,187	2,664	7,689	5,400	23,940	
19,539	(6,842)	-	(3,641)	(10,483)	9,056	37,782	6,500	-	53,338	
4,417	(1,983)	-	-	(1,983)	2,434	2,733	750	750	6,667	
2,960	-	-	-	-	2,960	4,970	6,140	4,370	18,440	
6,998	(1,841)	-	-	(1,841)	5,157	7,178	4,390	3,860	20,585	
7,353	-	-	(1,031)	(1,031)	6,322	14,958	12,750	13,150	47,180	
4,303	(842)	(14)	-	(856)	3,447	2,042	1,200	1,200	7,889	
6,436	(761)	-	-	(761)	5,675	3,744	2,266	1,250	12,935	
3,168	1,789	-	-	1,789	4,957	211	1,800	3,300	10,268	
4,111	-	-	3,641	3,641	7,752	4,040	4,070	3,500	19,362	
3,000	-	-	-	-	3,000	15,280	18,835	17,160	54,275	
(11,472)	-	-	-	-	(11,472)	(1,485)	1,968	1,793	(9,196)	
66,438	(10,177)	(14)	-	(10,191)	56,247	95,071	75,226	63,101	289,645	
1,388	-	-	-	-	1,388	-	-	-	1,388	
1,447	-	-	-	-	1,447	386	386	386	2,605	
1,133	-	-	-	-	1,133	-	-	-	1,133	
4,353	9,820	-	-	9,820	14,173	18,634	28,566	147	61,520	
8,321	9,820	-	-	9,820	18,141	19,020	28,952	533	66,646	
213	-	-	-	-	213	-	-	-	213	
325	-	-	-	-	325	8,788	13,707	7,150	29,970	
2	-	-	-	-	2	-	-	-	2	
242	-	-	-	-	242	-	-	-	242	
826	(57,373)	58,642	-	1,269	2,095	30,661	25,773	939	59,468	
121	-	-	-	-	121	-	-	-	121	
1,729	(57,373)	58,642	-	1,269	2,998	39,449	39,480	8,089	90,016	
76,488	(57,730)	58,628	-	898	77,386	153,540	143,658	71,723	446,307	

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Appendix 1 – Detailed capital budget, spend and variation analysis by department/cont.

Economy Department- HRA Capital Programme		Current Year Programme					Indicative Future Years Analysis			
		Analysis of Movements (Revised budget to Q1)								
2022/23 Revised Budget as @ 2021/22 Outturn	Slippages from/(to) future years	Additions/ (Reductions)	Transfers	Total Transfers/ Virements	Revised Budget 2022/23 (Q1)		2023/24 Budget	2024/25 Budget	2025/26 Budget	Total Budget (All years)
£'000	£'000	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000
Capital Financing Summary										
Specific/External or Other Financing										
Capital Grants from Central Government	239	-	-	-	-	239	-	-	-	239
Contributions from leaseholders	1,598	-	-	-	-	1,598	1,811	1,449	931	5,789
Grants and Contributions from Private Developers (includes S106)	231	-	-	-	-	231	5,782	9,018	4,704	19,735
Capital Grants and Contributions from GLA Bodies	49	-	-	-	-	49	3,006	4,689	3,069	10,813
RtB GLA Ringfence	2,622	(3,993)	5,460		1,467	4,089	3,512	4,735	1,468	13,804
Sub-total - Specific or Other Financing	4,739	(3,993)	5,460	-	1,467	6,206	14,111	19,891	10,172	50,380
Mainstream Financing (Internal Council Resource)										
Capital Receipts (HRA)	3,221	(5,733)	7,299	(3,960)	(2,394)	827	6,117	5,841	30,008	42,793
Major Repairs Reserve (MRR) / Major Repairs Allowance	16,620	-	-	-	-	16,620	17,013	17,415	17,934	68,982
Capital Receipts (GF)	1,432	-	-	-	-	1,432	-	-	-	1,432
Sub-total - Mainstream Funding	21,273	(5,733)	7,299	(3,960)	(2,394)	18,879	23,130	23,256	47,942	113,207
Borrowing(HRA)	50,368	(48,004)	45,869	3,960	1,825	52,193	116,299	100,511	13,609	282,612
Borrowing (GF)	108	-	-	-	-	108	-	-	-	108
Total Capital Financing	76,488	(57,730)	58,628	-	898	77,386	153,540	143,658	71,723	446,307

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Appendix 2 – Analysis of budget variations

Variation by department	Amount £000
Adult Social Care	
Social Care capital projects funded from Disabled Facilities Grant – additional budget allocation for adaptation works to reflect funding received in 2022/23	511
Disabled Facilities Grant – additional budget allocation for adaptation works to reflect funding received in 2022/23	985
Total Adult Social Care variations	1,496
Finance Department	
Invest to Save schemes - budget reallocation to Investment in Digital Infrastructure to finance Business Intelligence development works	(160)
Investment in Digital Infrastructure – budget reallocation from Invest to Save schemes to finance Business Intelligence development works	160
Total Finance Department variations	0
Environment Department	
Transport for London (TfL) Schemes – additional budget to reflect external grant received	125
Hammersmith Bridge Stabilisation – additional budget required to complete current works	19
Other Highways Capital Schemes –budget adjustment to reflect additional approved S106 funding	331
Parks Capital Projects – budget adjustment to reflect additional approved S106 funding	346
Waste Collection and Disposal Programme – budget reduction to reflect current spend forecast	(24)
Total Environment Department variations	797
General Fund schemes under Economy Department	
Commercial Units Cinema Fit Out- additional budget approved at 2021/22 Capital Outturn	1,750
Mund Street – budget reprofiled to future years due to project delays	(935)
Lillie Road Site – budget reprofiled to future years due to project delays	(284)
Carnwarth Road- budget reprofiled to future years due to project delays	(1,870)
Corporate Planned Maintenance Programme (CPMP) – budget reprofiled to future years due to project delays	(1,000)
Total General Fund schemes under Economy Department variations	(2,339)
Economy Department (HRA) Schemes	
Education City – budget reprofiled from future years to reflect current cash flow forecast	9,820
Asset Management and Compliance Programme – net budget movement as a result of £10.177m budget reprofiling to future years to reflect delays in programme of works on various sites/ schemes and £14,000 budget reduction for Void Works	(10,191)
Hartopp and Lannoy- additional budget approved by Full Council in July 2022 and reprofiled across 2022/23 and future years	1,269
Total Economy Department (HRA) variations	898
Total 2022/23 Q1 variations	852

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Appendix 3 – General Fund Capital Receipts Forecast

Financial Year	Q1 2022/23
2022/23	£'000
Receipts b/f from 2021/22	1,454
Forecast capital receipts for the year	13,775
Cost of Sales (4%)	(551)
Total 2022/23	14,678

There is risk that the cost of sales will need to be written back to revenue should the actual sales not proceed.

Appendix 4 – VAT Partial Exemption

Partial exemption overview

In general, businesses cannot recover the VAT incurred on purchases made in connection with VAT exempt activities, for example, on capital expenditure on properties which are let or leased. However, under Section 33 of the VAT Act 1994, local authorities are able to recover VAT incurred in relation to VAT exempt activities, for example property transactions, as long as it forms “an insignificant proportion” of the total VAT incurred (input tax) in any year, taken to be 5% or less. Crucially, the de minimis limit is not an allowance; if the 5% threshold is exceeded then all exempt input tax is lost, not just the excess. A breach would likely cost the Council between £2-£3m per year whilst in breach.

LBHF Partial Exemption

The Council's Partial Exemption position is currently being reviewed. When calculating the exempt input tax annually, the Council considers its revenue and capital activities separately. Revenue activities are more constant, their contribution to exempt input tax is projected to remain at £2.5m (the impact on the threshold being the VAT incurred on this amount, i.e. £0.54m). Exempt input tax relating to capital activities is more volatile and each project must be considered and judged individually. The Council has a number of capital projects, both in progress and in the pipeline, which could have significant partial exemption implications and finance officers are working closely with colleagues working on these projects to ensure that these risks are identified and mitigated where possible.

VAT Policy

The following policy is in place to manage the partial exemption position:

- In all cases of new or reprofiled projects, the VAT team and the Council's tax accountant should be consulted in advance.
- Projects should be 'opted-to-tax' where this option is available and is of no financial disadvantage to the Council.

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Appendix 5 - Capital Financing Requirement (CFR) and Minimum Revenue Provision (MRP)

1. The Capital Finance Requirement (CFR) measures the Council's long-term indebtedness. The Table 1 below shows the Council's forecast total GF CFR for the period 2022/23-2025/26:

Table 1 - Forecast General Fund CFR 2022/23-2025/26 (Quarter 1)

GENERAL FUND CFR ANALYSIS	2021/22	2022/23	2023/24	2024/25	2025/26
HEADLINE CFR EXCLUDING SELF FINANCING SCHEMES AND LOANS	£m	£m	£m	£m	£m
Opening Capital Finance Requirement (CFR)	122.16	128.91	159.62	179.21	182.14
Revenue Repayment of Debt (MRP)	(1.36)	(1.56)	(1.91)	(2.99)	(3.09)
Mainstream Programme (Surplus)/Shortfall	8.11	32.27	21.51	5.91	5.92
Closing Capital Finance Requirement (CFR)	128.91	159.62	179.21	182.14	184.96
SELF FINANCING SCHEMES AND LOANS	2021/22	2022/23	2023/24	2024/25	2025/26
£m	£m	£m	£m	£m	£m
Opening Capital Finance Requirement	21.51	28.66	83.75	130.71	133.87
Revenue Repayment of Debt (MRP)	(4.42)	-	-	(1.83)	(2.68)
In Year Borrowing	11.57	55.10	46.95	5.00	-
Closing Capital Finance Requirement	28.66	83.75	130.71	133.87	131.19
Finance leases/PFI/ Deferred costs of disposal	8.52	7.09	6.39	5.69	4.99
Total Closing GF CFR	166.09	250.46	316.31	321.70	321.14

2. The current forecast for the General Fund (GF) Headline CFR is £159.6m at the end of 2022/23 and £185m by the end of 2025/26. The increase in GF Headline CFR puts additional pressures on revenue budgets.
3. The Headline CFR figures exclude:
 - £32m equity loan to the Civic Campus programme
 - £63m investment in acquisition of Civic Campus commercial units
 - £39m development financing to EdCity Office Ltd
 - £1.75m Civic Campus Cinema Fit-Out

Whilst these will have an impact on the Council's CFR, it is assumed that all Minimum Revenue Payment (MRP) and interest costs will be fully reimbursed through grant contributions, the charging of a state-aid compliant interest rate, the loan repayment, commercial income or reduction in revenue costs (e.g. lease rental payments).

4. CFR movements related to these schemes are presented under "Self-Financing Schemes and Loans" heading in the Table 1. CFR for these schemes is forecast to increase by £55.1m to £83.8m in 2022/23 and to £131.1m by the end of 2025/26. Table 2 details the CFR movements regarding these schemes:

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Table 2 - Self-financing schemes and loans CFR movements 2022/23-2025/26

	Revised Budget 2022/23 @ 2021/22 Outturn £'000	Variations (Q1) £'000	Revised Budget 2022/23 (Q1) £'000	Indicative Budget 2023/24 £'000	Indicative Budget 2024/25 £'000	Indicative Budget 2025/26 £'000	Total Budget (All years) £'000
Approved Expenditure							
Ad Hoc Schemes:							
Education City -ARK loan	22,000	-	22,000	12,000	5,000	-	39,000
Acquisition of commercial units (Civic Campus) [ECD]	21,488	-	21,488	28,340	-	-	49,828
Commercial Units- Cinema Fit Out [ECD]	-	1,750	1,750	-	-	-	1,750
Equity Loan (Civic Campus) [ECD]	9,858	-	9,858	6,611	-	-	16,469
Total Mainstream Programmes	53,346	1,750	55,096	46,951	5,000	-	107,047
Financing							
Increase/(Decrease) in Borrowing	53,346	1,750	55,096	46,951	5,000	0	107,047
Total Financing	53,346	1,750	55,096	46,951	5,000	-	107,047

2. Minimum Revenue Provision (MRP) is the minimum amount which a Council must charge to its revenue budget each year, to set aside a provision for repaying external borrowing (loans). This is an annual revenue expense in a Council's budget. The MRP will, over time, reduce the CFR.
3. The statutory guidance issued by the Secretary of State (Ministry for Housing, Communities and Local Government) details the ways how MRP should be charged on various items of capital expenditure. MRP charges presented in the Table 1 follow this guidance and assume the following:
 - MRP charges are deferred for development projects until year after their completion. The rate charged is based on the estimated life of an asset (50 years for new developments).
 - MRP on rolling capital programmes and smaller scale ad hoc schemes is charged year after the expenditure incurs. The rate used is based on weighted average life of an assets (proposed 2022/23 rate 3.28%).

Agenda Item 7

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 10/10/2022

Subject: Hammersmith Bridge – Essential Work Leading to Strengthening and Restoration Project

Report of: Cabinet Member for Public Realm – Councillor Sharon Holder

Report Author: Ian Hawthorn – Assistant Director – Environment Special Projects and Highways

Responsible Director: Bram Kainth – Strategic Director of Environment

SUMMARY

Hammersmith Bridge (the Bridge) is one of the world's oldest suspension bridges which is why it is also one of Britain's most expensive to repair. It is a Grade II* listed structure made out of wood and wrought iron with the suspension held in place by cast iron pedestals. It is part of Britain's engineering heritage and a national landmark. The Bridge was closed to motor vehicles on 10 April 2019 and to pedestrians, cyclists and river traffic on 13 August 2020 following the discovery of dangerous micro-fractures in the cast iron pedestals that hold the suspension system in place. It was re-opened to pedestrians, cyclists and river traffic on 17 July 2021 following the introduction of a pioneering temperature control system and extensive investigations by world-leading engineers working for The London Borough of Hammersmith & Fulham (LBHF). The council is now working towards the full strengthening and restoration of the Bridge.

On 6 December 2021 Cabinet agreed to deliver the Phase 1 stabilisation business case at speed, in good faith and at risk to the sum of £8.9m in anticipation of subsequent funding being reimbursed by DfT and TfL. That funding has now been received. The stabilisation work, which is due to be completed by the end of 2022, will ensure the Bridge remains open for pedestrians, cyclists and river traffic. On 7 March, Cabinet authorised a further £3.5m spend, as required by DfT officials under the HM Treasury Green Book five case model, for project development, traffic modelling, and design work on the Fosters + Partners/ COWI proposal for a temporary truss solution. This funding was again agreed in good faith and at risk to expedite the process.

Further work towards the Phase 2 full strengthening and restoration of the Bridge and its re-opening to motor vehicles is now required in line with the Strategic Transport aspirations of the DfT, TfL and the Council. These essential works required to move to the next stage are: the removal of the two gas mains off the Bridge and diversion on an alternative route, the planning application for the innovative truss option, and further development of the contract and procurement of the full restoration so it is ready to progress once the stabilisation work is completed. This will ensure that the future project to strengthen the Bridge can be undertaken with greater expediency, effectiveness, and minimisation of technical risks.

This report sets out the details of this work and proposals for the commencement of the work through preferred external technical experts and suppliers. This expenditure will be incorporated as part of the overall expenditure for the full restoration of the Bridge. Once again it is proposed to fund these works in good faith and at risk in order to expedite the process in anticipation of DfT and TfL subsequently contributing their one-third shares.

RECOMMENDATIONS

1. To approve a new capital budget of up to £5m in 2022/23, to be funded from borrowing (increase to the Capital Financing Requirement), pending confirmation of two thirds funding contributions from the Department for Transport (DfT) and Transport for London (TfL).
2. To approve this budget to fund:
 - I. a diversion of a Cadent gas mains off and away from the bridge.
 - II. the progression and obtainment of a planning application for a potential temporary truss.
 - III. the further progression of contract/procurement development for options for the full refurbishment of Hammersmith Bridge.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The commencement of this preparatory work will continue to promote the confidence of residents and businesses that are based in the Borough and will support continued future economic growth
Doing things with local residents, not to them	All works projects are being undertaken with extensive public engagement and media.
Being ruthlessly financially efficient	The completion of this preparatory work will minimise future financial risks by providing greater certainty of the technical matters to restore the Bridge.
Taking pride in H&F	The work will eventually lead to the full restoration of a national engineering landmark that is much valued and appreciated by residents.

Rising to the challenge of the climate and ecological emergency	The current diversion of traffic (with greater consequential carbon emissions) will be reduced as will long term levels of traffic through a potential future road charge for users of the Bridge.
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Financial Impact

In line with government announcements, central government (DfT) and TfL are expected to fund two-thirds of the total stabilisation and strengthening project costs, with the LBHF portion of costs being ultimately funded from bridge users through charges. In advance of the confirmation of this funding, the Council will fund this capital expenditure of £5m through borrowing (by an increase in the Council's Capital Financing Requirement). The annual revenue cost of this spend is estimated at £200,000 based on expected Public Works Loan Board (PWLb) rates and includes a Minimum Revenue Provision of 2%. This would reduce by two thirds upon the receipt of the contributions from DfT and TfL.

Should the strengthening works not progress following these proposed works, this expenditure will need to be charged to revenue, with the Council's share (£1.7m) being funded from the Corporate Demands and Pressures Reserve.

The Council is completing the Full Business Case for submission to the DfT and TfL for the full stabilisation, strengthening and restoration of the Bridge. This seeks to justify the expenditure of public funds and the development of a toll or road charging scheme.

Kellie Gooch, Head of Finance (Environment), dated 10 August 2022
Verified by Sukvinder Kalsi, Director of Finance, dated 10 August 2022

Legal Implications

The works for which this capital budget is being sought are essential for the project for the strengthening and restoration of the bridge.

The diversion of the gas main is work which can only be undertaken by Cadent who maintain and operate the gas network. Given that the diversion is essential for the project to proceed there is no alternative to these works being carried out.

The work to progress to planning permission is also necessary at this stage. The consultants advising the Council have substantial knowledge of the project and are already working on it.

The market engagement work is important in informing the Council about the appetite within the market for the project and how to shape the procurement to achieve best value for money and maximise its efficiency and effectiveness. It will feed into the procurement strategy for the strengthening and restoration works. It is recommended that this type of pre-market engagement takes place before all procurements of major projects.

John Sharland, Senior Solicitor (Contracts and Procurement), dated 8 August 2022

Background Papers Used in Preparing This Report - None

DETAILED ANALYSIS

1. A range of technical projects need to be completed in preparation for the strengthening work. These are detailed in the table below:

Gas Mains	£ 2.6M
Cadent Gas - The removal of the current gas main on the bridge and installing alternative mains route to maintain supplies <input type="checkbox"/> 2.6km of open cut new main <input type="checkbox"/> 78m x 63mm/250mm LP <input type="checkbox"/> 2.6km x 250mm MP <input type="checkbox"/> Works associated with connections to two governors <input type="checkbox"/> Steel Bridge crossing @ Beverley Brook <input type="checkbox"/> Abandonment of c. 300m MP and c. 300m LP on Hammersmith Bridge	
Planning and Procurement	£ 2.4M
Work required to develop the planning application for the temporary truss including working with key stakeholders Richmond Council, PLA, EA, MMO and Historic England. (Estimated)	£1M
Procurement Plans (as necessary) <input type="checkbox"/> to develop and agree the procurement options and strategy for the full strengthening and restoration works <input type="checkbox"/> undertake any necessary market engagement to evaluate the options to progress the works <input type="checkbox"/> there will be a need to undertake further investigations and surveys to mitigate the Latent Defect risks in advance of any procurement exercise. This should help to ensure that extra risk allowance is not added by the tenderers.	£1M
Provisional Contingency (for unforeseen additional works and further investigations that may be necessary)	£0.4M
Total Estimated Cost	£5M

2. The details of the work that will be undertaken (including the number of engineering days, materials and other costs) will be evaluated extensively by Council officers to ensure that these are consistent with other projects and work undertaken previously by the preferred contractors and Cadent Gas.
3. Only Cadent Gas can undertake works on their assets.
4. The Council is already working with the proposed technical experts on a range of work relating to Hammersmith Bridge and the additional proposed works are

either an extension of existing work or are complementary tasks. These technical experts were previously selected based on the following key requirements:

- ☐ nationally recognised experts with substantial experience of providing strategic advice for complex transport projects (including technical engineering expertise)
- ☐ significant recent experience in the delivery of similar highways and transport related projects within the country and internationally
- ☐ provision of competitive rates for services that would ensure value for money (and based on previous comparable work undertaken for the Council)
- ☐ to secure the services in an expeditious manner given the links of this work to the existing stabilisation project that is in progress (and due to be completed in 2023)
- ☐ to reduce any additional costs (both financial and from time delays) that could be incurred so that the continuing impact on residents, businesses and visitors to the Borough is minimised

Reasons for Decision

5. The decisions are based on the following considerations:

- ☐ the proposed work will ensure that the development of the strengthening project is based on a strong evaluation of the technical and infrastructure issues. The gas main is a key requirement of both current options (Fosters/ Cowi and the existing TfL proposal) for full restoration.
- ☐ it will minimise the technical and financial risks for the procurement of future contractors (in due course) for the completion of the strengthening works
- ☐ it will reduce the time interval between the completion of the stabilisation works and commencement of the strengthening works (as this work will be completed whilst the stabilisation project is being completed)

Equality Implications

6. The Bridge has only been initially opened to pedestrians and cyclists and the stabilisation works have now commenced. The completion of this essential work will support the completion of the full restoration works in due course so that the Bridge can be utilised by all residents/businesses/visitors on both sides of the Bridge as well as wider usage from across London and nationally. Additional details on the positive/negative and neutral impacts will be set out in future reports on the full restoration of the Bridge for motorised traffic.

Risk Management Implications

7. The completion of this work will improve the long-term prospects for the safe and expeditious completion of the strengthening work. It will assist in de-risking aspects of the construction and delivery of the project. As the work is progressed, a Risk Register will be maintained, and risks evaluated including any necessary mitigation/recovery plans that may be required. Appropriate project oversight and governance will need to be exercised to ensure that risks and mitigations are reviewed on a regular basis, along with the delivery of the works.
8. Consultation on insurance requirements for this essential work are in progress and financial provision will need to be made by the Council when this is established.

David Hughes, Director of Audit, Fraud, Risk & Insurance
Dated: 16 August 2022

Climate and Ecological Emergency Implications

9. The full re-opening the Bridge (including to motorised traffic) will potentially reduce the overall impact on the environment as it should reduce the mileage and emissions from previous users that are having to currently use longer and alternative diversion routes to cross the Thames River.

Hinesh Mehta, Strategic Lead – Climate Emergency
Dated: 9 August 2022

Local Economy and Social Value

10. The stabilisation and strengthening of the Bridge will have major strategic and economic benefits for residents and businesses on both sides of the river and the wider region. These details will be set out more clearly in the Full Business Case that is being delivered for the DfT.

Consultation

11. The proposals relating to the Bridge continue to be subject of Planning Consultations and Consents. There is ongoing consultation on the proposals with DfT, TfL and engagement with local residents.

List of Appendices:

None

Agenda Item 8

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 10/10/2022

Subject: Procurement Strategy for the Delivery of Full Restoration and Strengthening of Hammersmith Bridge

Report of: Cabinet Member for Public Realm - Councillor Sharon Holder

Report Author: Ian Hawthorn, Assistant Director Environment Special Projects and Highways

Responsible Director: Bram Kainth, Strategic Director Environment

SUMMARY

Hammersmith Bridge (a Grade II* listed building) is one of the oldest suspension bridges in the world and is a unique part of our national engineering heritage. It re-opened to pedestrians, cyclists and river traffic on 17 July 2021. The bridge is currently closed to vehicular traffic and the Council is working to deliver and secure funding for a solution that will ensure its reopening and its future maintenance.

In order to maintain expeditious progress, the Council commissioned independent external advice on the design solutions for the stabilisation of Hammersmith Bridge and the preferred option was approved by the Leader of the Council on 16 August 2021. The contract for the stabilisation project was awarded by Cabinet on 6 December 2021. Further essential works leading to the full restoration of the Bridge were approved by Cabinet (March 2022) and the work has now been commissioned.

All the above costs and those historically incurred in ensuring the continued safe operation of the Bridge and developing the future restoration will be included in the overall project and are expected to be funded equally by The Department for Transport (DfT), Transport for London (TfL) and LBHF.

It is important that progress is maintained and the Council has set out the following aspirations and plans with regard to the future:

- that the Bridge is fully restored at the earliest opportunity (and made accessible to all users including motorised traffic whilst also promoting the Climate Change Agenda)
- that the future governance arrangements support efficient and sustainable operation, maintenance and stewardship of the Bridge for the benefit of future generations (this could include the potential operation of the bridge through an independent trust or another mechanism)
- provides an equitable funding solution for LBHF residents with construction costs (after expected contributions from DfT and TfL) and operational costs met through the proceeds from a road user charging scheme or toll order (in this report, for convenience, reference is made to charges) – ensuring that the costs of the restoration and ongoing maintenance are funded by those who benefit directly from using the Bridge.

An initial report setting out the potential future Delivery Models and considerations was presented to Cabinet in July 2021. This report develops this further and sets out the Procurement Strategy for the full restoration of the Bridge to deliver the aspirations set out above (the delivery options are detailed and appraised in the report).

RECOMMENDATIONS

1. That Appendix 1 to this report 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) 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. To approve the Procurement Strategy for the full restoration of Hammersmith Bridge.
 3. To approve the overall procurement timetable and proposed evaluation framework (set out in Sections 7 and 10 in the Detailed Analysis of the Report).
 4. To note the financial matters set out in the Financial Impact Section of the Report.
-

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The full restoration of the Bridge will continue to promote the confidence of residents and businesses that are based in the Borough and will support continued future economic growth
Doing things with local residents, not to them	The project will be undertaken with extensive public engagement through public meetings and media
Being ruthlessly financially efficient	The completion of the full restoration will minimise future financial risks to the Council on the future maintenance, major repairs and day to day operation of the new Bridge
Taking pride in H&F	The full restoration of a historic asset that is much valued and appreciated by residents will promote local pride
Rising to the challenge of the climate and ecological emergency	The restored Bridge is expected to reduce carbon emissions and improve air quality by reducing the additional diversion mileage that former users are incurring.

	The proposed road charging scheme will provide concessionary charges for electric and low emission vehicles – the first such scheme of its kind in London.
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Financial Impact

The restoration of the Bridge is expected to require funding of up to £130m (this will depend on the outcomes of the procurement and may be affected by the current national economic inflationary pressures, general cost of materials and the expected start date of the construction works).

The total cost of up to £130m includes costs that have been incurred since 2019/20 in ensuring the continued safe operation of the Bridge, development costs (for both the Stabilisation Project and the full Restoration Works) and specialist external advisory services to comply with the regulatory and governance requirements of DfT.

It is expected that these costs will be shared equally by DfT, TfL and LBHF as set out in the Memorandum of Understanding, with the LBHF portion of costs being ultimately funded from bridge users through charges.

The financial implications relating to affordability and future long-term sustainability of the Bridge will be set out clearly in a further contract award report (pending the outcomes of the procurement and evaluation/selection of the preferred delivery model).

The costs of completing the proposed procurement will be contained within the budget allocated and incorporated in the total cost approved by Cabinet on the 7th March 2022 (Hammersmith Bridge - Essential Works Leading to the Strengthening and Restoration Project). These costs will also be incorporated in the total project costs and shared by all parties.

Kellie Gooch , Head of Finance (Environment), Dated 16 August 2022
Verified by: Sukvinder Kalsi, Director of Finance, Dated 16 August 2022

Legal Implications

The proposals set out in the report will enable a procurement exercise to begin to select a contractor to carry out the works of restoration and strengthening necessary for the bridge to reopen to vehicular traffic.

The recommended delivery model is for a design, build, finance, and manage (DBFM) contract which will mean that the contractor will raise private finance to undertake the element of the works which will be paid for by the Council, taking into account the payments to be made by TfL and DfT.

The Council's payments would not begin until the works had been completed.

With these factors in mind, it is recommended that **Competitive Procedure with Negotiation** option is selected. This procurement approach was used on Silvertown Tunnel.

Background Papers Used in Preparing This Report - None

DETAILED ANALYSIS

Shortlisting of Delivery Model Options

1. LBHF, supported by external advisers, has explored a number of potential commercial delivery models ("Delivery Model Options") for the restoration and long-term maintenance of Hammersmith Bridge. A long list of potential Delivery Model Options was identified and assessed against a set of objectives developed in discussion between officers and external advisers. This work was described in the Cabinet Report presented on 5 July 2021 which identified a shortlist of Delivery Models including:
 - Design and Build Model (D&B)
 - Design, Build, Finance and Maintain Model (DBFM)
 - Concession Model (CM)
2. Further, more detailed analysis has subsequently been carried out following: (1) legal advice on the options for implementing a toll or road user charge; (2) initial results from traffic and revenue forecasting analysis; and (3) feedback received through a market consultation exercise completed in July 2022.
3. The analysis concluded that the Concession Model should be discounted, in particular for the following reasons:
 - Market feedback was very clear that there was little to no appetite for this approach
 - LBHF has received legal advice that ceding price control of the toll or charge to a Concessionaire under the Concession Model may not be possible under applicable legislation
 - The inability for a Concessionaire to make and levy charges on its own behalf and the lack of appetite for a concession approach mean the model is likely to require certain guarantees from LBHF in respect of toll/charge income – effectively transferring the risk back to LBHF
4. The remaining shortlisted Delivery Model Options which are considered in the remainder of this report are therefore the D&B and the DBFM approaches.
5. Further details of the analysis of these options are set out in the Final Delivery Model Options report dated 22 August in Appendix [1].

Shortlisted Delivery Models

6. **The D&B Model** involves the procurement by LBHF of a single contractor to design and deliver the restoration works. It is assumed that LBHF's share of the costs (after funding contributions from DfT and TfL) would be financed through borrowing. This would be a traditional construction contract with a number of standard industry terms and

conditions. Some incentives can be placed on contractors to deliver on time and on budget e.g. liquidated damages for late delivery and typically the majority of cost overruns will be absorbed by the private sector but LBHF may be exposed to certain cost overruns arising from certain risks. LBHF would remain responsible for the future operation and maintenance of the restored Bridge. LBHF could procure a separate maintenance contract for the future operation and maintenance of the bridge. However, it may be challenging to pass long-term maintenance risk to the market without certain protections or warranties provided by LBHF for potential deficiencies in the design and restoration works. The ongoing operational costs would be funded by the road user charge income generated, directly financing the operational cost, repaying the cost of renovation and providing a fund for future maintenance. It would be relatively difficult for a trust or other independent body to be established to take over responsibility for the bridge in respect of monies received in charges and hence ring-fenced for maintenance, operation, and future operation and maintenance as revenue would always pass through the hands of the Council, the risk would remain that it would be applied to other purposes.

7. **The DBFM Model** would see LBHF enter into a single, integrated contract with a private sector investor to design, renovate, finance and maintain the bridge over a predetermined duration (typically between 25 and 30 years for construction works of this type). A typical project finance contractual structure is envisaged where the successful bidder would set up a special purpose vehicle (SPV) to secure finance by way of limited recourse debt to meet the project development, design and construction costs. The SPV would recover delivery and debt financing costs via contractual payments from LBHF. Such payments (referred to as Availability Payments) would be predicated upon the availability, as defined in the contract, of the bridge to traffic, subject to the SPV achieving specified performance standards. The SPV would be responsible for maintaining the bridge and handing it back at the end of the contract to a contractually defined standard. Funding contributions from DfT and TfL could be paid to the SPV as milestone payments at defined points during the construction period or at the completion of the Strengthening Works – reducing the long-term financing requirement and the Availability Payment payable by LBHF. Availability Payments would be expected to commence after the completion of the works and would be funded by user charging income generated. The DBFM involves a binding long term contractual commitment with a third party to take the full responsibility and risk of operating and maintaining the bridge, potentially making it more straightforward than under a D&B to transfer future responsibility for the bridge to a trust or other independent body.

Key Strategic Considerations in Determining the Preferred Delivery Model

8. There are a wide range of decision-making risks that need to be considered in selecting the preferred Delivery Model and these are summarised in the tables below.
9. The allocation of key risks under each of the models is summarised in the table below. The DBFM model transfers substantially more long term risk to the contractor than the D&B approach.

Risk Allocation	Design & Build	Design, Build, Finance & Maintain

Design Risk	Shared	Contractor
Construction Risk	Contractor*	Contractor
Operations Risk	Council	Contractor
Performance Risk	Council	Contractor
Maintenance Risk	Council	Contractor
Finance Risk (component not funded by DfT/TfL grant)	Council	Contractor
Road Charge Income (or Toll)	Council	Council**

*LBHF may still be exposed to some level of cost overruns (e.g. under a target price contract). The risk of issues emerging in the future due to deficiencies in the design and restoration works is held by LBHF (outside a limited warranty period).

** Availability deductions will reduce the amount that needs to be paid to the SPV during times when user charging income will also be reduced (i.e. when the bridge is closed) mitigating the financial impact on LBHF of loss of charging income due to unavailability.

10. In addition, to the above risks, there are other wider strategic factors that need to be considered in relation to both the initial restoration and the future operation and maintenance of the Bridge. The table below provides a summary assessment of the options against key strategic considerations (scoring matrix: 1 = Likely Best, 2 = Least Good).

Strategic Considerations	Design & Build	Design, Build, Finance & Maintain
Commercial contract	Complex (Construction Only)	Complex (Construction & Operation)
Establishing a trust or independent body responsible for future operation	Unlikely	Possible
Market appetite	Good	Good
Procurement timescale	1	2
On-time and on-budget delivery	2	1
Optimising risk transfer and long-term governance	2	1
Whole life cost optimisation	2	1
Cost of finance	1	2
Minimising financial risk and maximising asset availability	2	1
Operational Flexibility	1	2

Market Consultation Exercise

11. A market consultation exercise was carried out in July 2022 to seek feedback from the market on the proposed commercial delivery model options. This involved LBHF holding one-to-one sessions with 19 participants including contractors, contractor developers, and financial investors with relevant experience of constructing and/or financing major infrastructure projects.
12. Overall there was high interest in bidding for the project under both DBFM and D&B approaches. Participants' expressed preference between the DBFM and D&B Options

was largely aligned to the type of participant and their organisation's capabilities and business focus.

Role of a Charitable Trust/ Body

13. LBHF has publicly indicated that it is interested in the role a charitable trust or other similar independent body could play in delivering the project and the possibility of transferring the Bridge to a trust or similar charitable body in the long-term.
14. LBHF's external legal advisor has developed an advice paper which considers the possibility and process of setting up a charitable body, the potential role that a charitable body could play under each of the Delivery Model options and the viability of transferring the bridge to a charitable body in the future.
15. Under the DBFM a charitable body could be interposed between LBHF and the SPV so as to manage the distribution of toll/charge revenue and the performance of the SPV or it could have a role in managing the SPV. An example of this management arrangement can be seen in the Mersey Gateway Crossings Board Ltd which was set up by Halton Borough Council to administer and oversee the construction, operation and maintenance of the new tolled crossing. This structure may enable LBHF to gradually step back from engagement with the SPV and general management of the bridge with the ultimate aim that the charitable body is able to manage the operation and maintenance of the bridge at the end of the DBFM period.
16. Under the D&M model LBHF will be responsible for the future management and maintenance of the Bridge. LBHF could procure a separate maintenance contract however, this is likely to be for a much shorter duration than the DBFM model and LBHF may be required to take the risk or provide warranties to the contractor for any deficiencies in the design and restoration works. The interposition of a charitable body into these contractual arrangements could further complicate the process as there would be a number of such warranties and it will be harder to assure the standard of maintenance of the bridge. Under this structure the role of the charitable body would (over time) become the overseer of the activities of the Council (i.e. toll collection).
17. In terms of the potential risks and the likelihood of successfully transferring responsibility for the operation and maintenance of the bridge to an independent body, LBHF's external legal and financial advisors recommend that, on balance, the DBFM would be more intrinsically suited to a situation involving a trust or similar charitable body than a D&B.

Recommendation on Delivery Models

18. This report concludes, that on balance, entering into a long-term DBFM contract demonstrates the best potential to deliver against LBHF's objectives. The key factors driving the assessment in favour of the DBFM model includes the following:
 - A greater likelihood of on-time and on-budget delivery
 - Stronger incentives to optimise whole life cost and asset value
 - Greater transfer of long-term operational risks with an appropriate and locked-in level of maintenance
 - More intrinsically suited to transferring long term responsibility for the bridge to a trust or similar charitable body

19. It is important to acknowledge the key disadvantages or trade-offs in relation to the DBFM delivery model. These are:
- **Procurement timeframes.** The procurement process under a DBFM is expected to take longer than a D&B (potentially by 3 to 9 months) due to the inclusion of long-term maintenance in the contract and the inclusion of finance providers in the procurement process. Feedback from the market consultation exercise showed that participants thought a 12 to 18 month procurement timeframe was deliverable for both delivery models. Participants with a preference for the DBFM option noted that they would expect it to be closer to 18 months in practice noting the importance of detailed preparation before launching the procurement. However, the need to conduct the procurement process in parallel with the legal process to obtain the powers to impose a toll or road user charge on the bridge, which is on the critical path, is likely to erode some of the potential procurement programme benefits of the D&B option over the DBFM option.
 - **Affordability and financial risk.** The DBFM model involves LBHF entering into a long term contract with the private sector whereby LBHF agrees to make contractual payments to the private sector counterparty predicated on the bridge being available to traffic and performance against set standards. The risk that the toll or road user charge is insufficient to meet the contractual payments will sit with LBHF. It is therefore important that the traffic and revenue analysis shows sufficient headroom over and above the forecast contractual payments under a DBFM structure to give the council comfort that the contractual payment will remain affordable in the future. Initial traffic and revenue forecasting and financial modelling suggests there is expected to be sufficient headroom, even under a range of downside scenarios. However, further, more detailed affordability analysis will need to be undertaken as part of the development of the project's business case to be submitted to DfT and TfL.
20. This report recommends that the DBFM option is taken forward as the preferred option subject to confirmation through ongoing quantitative analysis being carried out as part of the business case development, that the project is expected to remain affordable under a range of downside scenarios.

Contract Period

21. The contract period for a DBFM, including the future operations and maintenance, is likely to range between 20 and 30 years. It is noted that the majority of participants that expressed a preference for a DBFM delivery model in the early market consultation exercise stated an optimal contract duration of 25 years. The commercial terms of these contracts will be established through the procurement processes.

Procurement Route - Analysis of Options

22. There are number of potential options available to the Council to procure the restoration and future operation of the Bridge. These include:
- Open Procedure
 - Restricted Procedure
 - Innovation Partnership

- Negotiated Procedure (without prior advertising)
- Competitive Procedure with Negotiation
- Competitive Dialogue

23. The restoration of the Bridge (in particular) will be complex with exacting technical and engineering challenges and requirements. The future operation will be less complicated to some extent (although there will still be annual maintenance requirements and periodic major upgrades/refurbishments). It also allows a constructive dialogue on dealing with technical engineering, financial and commercial concerns from prospective bidders.
24. With these factors in mind, it is recommended that Competitive Procedure with Negotiation option is selected. These procurement approaches were used on the Silvertown Tunnel.

Indicative Procurement Timetable

25. The selection of the preferred Delivery Model and the completion of the restoration of Hammersmith Bridge will be complex and the overall timetable is set out in the table below:

Activity	Target Date
Completion of Initial Market Engagement	August 2022
Approval by Cabinet of Procurement Strategy	October 2022
Completion of Essential Pre-Restoration Works (Design, Geo-Technical, Loading)	April 2023
Submission of Stage 2 Outline Business Case to DfT	December 2022
Commencement of Procurement (including all stages on ISDS, IFTS)	April 2023
Contract Award report	April 2025

Evaluation Framework

26. The initial framework for the evaluation methodology is set out in the table below (this may be adjusted prior to the commencement of the procurement process as necessary based on any specialist advice that is received the weighting will be either 70% price/30% Quality or 80% price/20% quality):

Tier 1	Tier 2	Tier 3
Quality	Engineering Design	Annual Maintenance Programmes
		Life Cycle Major Works Programmes
		Technical Specification
		Design Appeal
		Green Credentials
	Technical Delivery	Methodology
		Materials Standards
		Warranties

	Health and Safety	Lighting
		Safety Barriers
		Signage
Price	Evaluation Price	Construction Cost
		Debt Financing Costs
	Commercial Terms	Service Availability
		Contract Termination Costs
		Investor Return Rates
Social Value		

Reasons for Decision

27. To restore the bridge the procurement strategy will go through a legally compliant procurement process. This will allow the Council to evaluate affordability and value for money of the proposed restoration project in order to minimise the recourse to public funds.

Equality Implications

28. A partial impact assessment has been completed at this stage reflecting the bridge has been opened to pedestrians and cyclists. Stabilisation works have now commenced and are progressing. The proposed decision focuses on full restoration in due course so that the bridge can be utilised by all residents. A full EIA will be provided with the award report. All procurements include some equality requirements as part of the Councils standard contract terms.

Risk Management Implications

29. The completion of this work will improve the long-term prospects for the safe use of the Bridge for all residents and users. A Risk Register will be maintained, and risks evaluated including any necessary mitigation/recovery plans that may be required. Appropriate project oversight and governance will need to be exercised to ensure that risks and mitigations are reviewed on a regular basis, along with the delivery of the works.
30. Consultation on insurance requirements for the restoration will be required and financial provision will need to be made by the Council when this work commences.

Verified by: David Hughes, Director of Audit, Fraud, Risk & Insurance
Dated: 18 August 2022

Climate and Ecological Emergency Implications

31. It is likely that the full restoration of the Bridge (including to motorised traffic) will potentially reduce the overall impact on the environment as it should reduce the mileage and emissions from previous users that are having to use longer and alternative diversion routes to cross the Thames River.

Verified by: Hinesh Mehta, Strategic Lead – Climate Emergency
Dated: 18 August 2022

Local Economy and Social Value

32. The full restoration of the Bridge will have major strategic and economic benefits for residents and businesses. These details will be set out more clearly in the Full Business Case that is being compiled for the DfT.

Consultation

33. The proposals relating to the Bridge will continue to be subject of Planning Consultations and Consents. There is ongoing consultation on the proposals with DfT, TfL and engagement with local residents.

LIST OF APPENDICES

Exempt Appendix 1 – Final Delivery Models Option Report, 22 August 2022

Report to: Cabinet

Date: 10/10/2022

Subject: Award of Contract for Waste, Street Cleansing & Recycling Services

Report of: Cabinet Member for Public Realm – Councillor Sharon Holder
Cabinet Member for Climate Change and Ecology – Councillor Wesley Harcourt

Report author: Annie Baker, Assistant Director, Street Environmental Services
Pat Cosgrave, Service Lead, Street Environmental Services

Responsible Director: Bram Kainth, Strategic Director of Environment

SUMMARY

The Council's current contract for the delivery of Waste, Street Cleansing & Recycling Services expires on 29th January 2023. A procurement strategy to commission a new contract for the services was approved by Cabinet on 5th July 2021. This report seeks approval to award the contract to commence from 30th January 2023, following the procurement process approved in that strategy.

The new contract will help to meet the Council's environmental objectives by allowing opportunities to minimise waste and increase recycling, including opportunities to collect more materials for recycling and reflecting the Council's commitment to collect food waste. It also has the flexibility to meet the challenges of the emerging legislative landscape as reflected in the Environment Act.

The contract includes a range of significant improvements on its previous iteration, with an obligation for the provider to use up to date Management Information Systems (MIS) and flexibility to adapt to emerging technologies in the marketplace. It has a more comprehensive suite of Key Performance Indicators (KPIs) and will ensure value for money through competitively priced services and a contractual structure including an excess profit share mechanism.

RECOMMENDATIONS

1. That Appendices 1, 2, 3 and 4 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. To approve the award of the Contract to Veolia ES (UK) Limited for a period of 9 years and 9 months from 30th January 2023 to 30th October 2032, with an option to extend up to a further eight years. As agreed in the Procurement

Strategy, there is an option for the Council to end the Contract on the fourth anniversary of the Services Commencement Date.

3. To note that Food Waste collections will be implemented to eligible residential properties as prescribed by the Greater London Authority.
4. To agree that decisions relating to the detailed implementation of provisional services contained within the service specification (garden waste and wheeled bin collections), as detailed in Section 19 of the report, are delegated to the Strategic Director of Environment in consultation with the Cabinet Member for Public Realm, the Cabinet Member for Climate Change & Ecology, and the Director of Finance.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The Social Value commitments made by the successful bidder include significant levels of spend in the local supply chain, delivering positive outcomes for local businesses and a commitment to local employment. The contract requires the provider to continue paying all staff employed on the contract at least the London Living Wage (LLW).
Creating a compassionate council	The successful bidder has committed to delivering social value outcomes in excess of 10% of the annual contract value. These include, but are not limited to, a significant commitment to local employment, including for young people, those not in education training or employment, and those in long term unemployment.
Doing things with local residents, not to them	It is a requirement of the contract that the successful bidder will conduct an annual satisfaction survey which will enable us to drive service improvements based on resident feedback. The contractor and Council will work together to effectively engage with residents around any service improvements, ensuring that the Council's commitments to coproduction and resident access is reflected in the delivery of services
Being ruthlessly financially efficient	The specification has an enhanced set of service standards, with KPIs which

	reflect the Council's environmental ambitions at the same time as helping to maximise the quality of services delivered for the financial investment made. The contract will enable more recycling, particularly through the introduction of food waste and options to increase containerisation of waste and introduce garden waste recycling – all of which will help the council to drive down waste disposal costs.
Taking pride in H&F	The specification for the services has increased the service standards in order to support the Council's commitment to be a cleaner, greener borough, including halving the time allowed to clear fly tipped waste. The recycling and cleansing targets within the contract escalate over time to ensure an improving standard of service.
Rising to the challenge of the climate and ecological emergency	The contract for the services reflects significant enhancements in targets to minimise waste and increase the level of recycling of unavoidable waste and seeks to reduce the environmental impacts of the operation of the services. The opportunities to collect a wider range of recyclable materials will allow us to divert such waste streams into more environmentally friendly disposal methods. The successful bidder has provided a plan for the vehicles used in the delivery of the services to move away from reliance on petro-diesel vehicles and towards a "green fleet."

Financial Impact

The financial impacts of the decision are set out in Appendix 1

Implications prepared by Kellie Gooch, Head of Finance (Environment)

Verified by Sukvinder Kalsi, Director of Finance

5th August 2022

Legal Implications

The Council has a duty to undertake waste collection and street cleansing. These are statutory obligations under the Environmental Protection Act 1990.

This report recommends that a contract is awarded to Veolia ES (UK) Limited for Waste Collection and Street Cleansing services for a period of 9 years and 9 months with an option to extend for a further period of up to 8 years.). The total value of the contract exceeds the threshold for services under the Public Contracts Regulations 2015 ("PCR"), which is currently £213,477. Therefore, the PCR applies in full.

The PCR requires the contract to be procured by either a new procurement competition or the use of a framework agreement. This is also the requirement under the Council's CSOs for this high value contract (CSO 19.1). In accordance with the procurement strategy, a competitive dialogue procedure was used. Details of the procurement process followed is set out in this report. The procurement was run in stages with selection stage, initial tender stage, and final tender stage.

The tender documentation included award criteria which were applied at each stage. At the Final Tender Stage the evaluation criteria were applied to determine the most economically advantageous tenderer. It is recommended that the Contract is awarded to the highest scoring tenderer in accordance with the tender documentation.

Cabinet must be satisfied that the recommended award of contract is to the tenderer submitting the most economically advantageous tender on the basis of the award criteria set out in the Council's tender documentation. This will secure compliance with the PCR requirements and the Council's Contract Standing Orders.

A contract award notice must be published on the UK Find a Tender Service within 30 days of award of the contract and Contracts Finder 24 hours thereafter.

The Council's external lawyers will assist with preparing a formal contract. The ISFT was issued with a draft contract and the contract will be entered into on those terms, subject to confirmation and finalisation of the contract with the preferred bidder in accordance with the PCR and ISFT.

*Implications prepared by Juli Lau, Legal Director, Sharpe Pritchard LLP
Verified by John Sharland, Senior solicitor, (Contracts and procurement)
Dated 29 September 2022*

Background Papers Used in Preparing This Report

None

DETAILED ANALYSIS

Proposals and Analysis of Options

1. Following Cabinet approval of the procurement strategy for the services on 5th July 2021, a fully compliant procurement process, in accordance with the Public Contract Regulations (PCR) 2015 (as amended), was conducted using a competitive dialogue process as recommended in that strategy. This process enabled the council to have a series of dialogue meetings with potential providers to ensure that:

- Opportunities for innovation through the life of the contract could be explored.
 - Bidders understood and could align with the Council's strategic objectives and core values
 - There was an opportunity to find the optimal balance between cost and quality
 - Bidders could receive adequate information about the risks involved in and the investment required for the delivery of the services
2. Following market engagement, the competitive dialogue process was conducted in three stages:
 - Selection questionnaire (SQ) stage from July to August 2021
 - Invitation to submit detailed solutions (ISDS) stage from September to December 2021
 - Invitation to submit final tenders (ISFT) stage from January to May 2022.
 3. Five potential service providers applied and were accepted to take part in the SQ stage which was principally based on their technical and professional ability, and economic and financial standing.
 4. Two providers declined to continue after the SQ stage, leaving three remaining providers to take part in the ISDS stage. Following a series of dialogue sessions all three submitted 'detailed solutions' at ISDS stage. In common with the ISFT stage, the solutions were evaluated against three sets of criteria as published in the ISDS:
 - i) Minimum standards - assessed on a pass/fail basis.
 - ii) Quality (60% of final score) – assessed on series of method statements relating to:
 - Management & Culture,
 - Performance,
 - Operations,
 - Deliverability,
 - Service Delivery Method,
 - Health & Safety, and
 - Social Value & Responsible Procurement.
 - iii) Financial (40% of final score) – assessed on:
 - a. prices bid against a schedule of rates for core services and provisional services (on a weighted basis) and
 - b. commercial risk.

In accordance with the Council's Social Value policy, 10% of the weighting of the overall score was allocated against Bidders' social value commitments and methodology.

5. In accordance with the ISDS, the Council did not deselect any bidders following its evaluation of the detailed solutions. One provider declined to continue after ISDS stage, leaving two remaining providers to submit final tenders. Following detailed dialogue meetings with both providers between January and April 2022, final tenders were submitted on 30th May 2022. Evaluation and moderation of the tenders took place in June and July 2022, with the proposed

recommendation to award agreed by the Waste Procurement Project Board which has overseen the procurement process.

6. Details of the ISFT scoring are contained in Appendix 2.
7. The recommended provider's social value commitment exceeds the Council's minimum requirement of a 10% social value return as stated in the Social Value Policy. Their bid commits to significant outcomes in local recruitment and employment, apprenticeship offerings, and local supply chain spend. The recommended provider committed to in excess of 10% in social value commitments against the total evaluation price (see point 50 of the report, Local Economy & Social Value). Full details of the provider's social value commitments are contained in Appendix 3.

Key benefits of the new contract

8. The core contract scope includes the following services, as agreed in the procurement strategy approved by Cabinet in July 2021

Waste Collection Services

- Household residual waste
- Household bulky waste
- 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)

Recycling Collection Services

- Household food waste recycling
- Household dry recycling
- Christmas tree collection and 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,
- Street market cleansing and washing
- Removal of fly-tipped materials and abandoned waste,
- Weed control and removal on hard standing areas,
- Litter bin and specialised bin collection (and management of stock),
- Cleansing of public car parks,
- Cleansing of non-enclosed recreational parks and green open spaces,

- Seasonal leaf fall removal,
- Winter services (pavement gritting),
- Special events cleansing for football matches,
- Dead animal collection (from public spaces)

9. The new contract:

Increased Recycling Rates

- Will ensure significantly higher recycling rates are reached, with food waste collection as a core service and the ability to introduce recycling for more materials.

Improved Street Cleansing

- Will maintain existing high cleansing standards and enhance them by reducing the time allowed to collect fly tipped and abandoned waste from 48 hours currently to 24 hours in the new contract, improving public amenity.

Enhanced Performance Management

- Contains enhanced KPIs around waste collection and street cleansing.
- Contains an enhanced suite of annual contract targets against resident satisfaction, recycling rates, cleansing standards and social value commitments.

Supporting Climate Objectives

- Sets out a roadmap to transition towards a zero-emission fleet as soon as practicable and as the supporting infrastructure allows.

Seeking Value for Money

- Contains an excess profit share mechanism.

Providing Improved Social Value Outcomes

- Provides a level of Social Value commitment in excess of the Council's 10% requirement.

Embracing Technology

- Will have improved ICT systems to enhance service resilience, efficiency, and resident experience.

Options Appraisal

10. Option 1 – Award the contract for the services to the preferred bidder
This is the recommended option. The preferred bidder received the top overall score following a comprehensive competitive dialogue process and detailed evaluation and moderation of the final tenders received. Theirs is considered the most economically advantageous tender, in accordance with regulation 67 of the PCR 2015. Following evaluation, officers are confident that the preferred bidder will be able to deliver the high-quality services that meet or exceed the standards detailed in the service specification.
11. Option 2 – Not award the services
This is not the recommended option. 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 free of litter and refuse within the borough. Were the council not to award the contract for the services it would have no compliant arrangement in place to fulfil these statutory duties.

Contract Terms

12. The initial contract period will run from 30th January 2023 to 30th October 2032. The contract period is proposed as the expiry of the waste and street cleansing contract will coincide with the earliest potential expiry of the waste disposal arrangements through the Western Riverside Waste Authority. This concurrence could in principle enable the council to investigate potential opportunities for greater synergies between collection and disposal arrangements at that time.
13. The Council has an option to end the Contract four years from the Services Commencement Date by giving two years' notice on the second anniversary of the Services Commencement Date. This break clause operates independently of termination rights available to the Council under the contract, on grounds of Contractor default and breach. After 30th October 2032, the Council has an option to extend the contract for a period of up to a further eight years (the first year at the Council's sole discretion, and the remaining seven years (or parts thereof) requiring acceptance by the Contractor). Any proposed extension to the contract will be contingent on contract performance and the ability of the Council to review service provision.
14. The costs of the services have increased due to a number of factors, including inflationary pressures on all operational costs , property growth and the extra resource requirements arising from additional services that will need to be delivered as prescribed by the GLA (food waste collections).

Vehicle Provision/Capital Requirement

15. The new contract will build upon work already conducted to move away from the reliance on petro-diesel vehicles and towards a greener fleet. A number of electric vehicles that the Council has already invested in will transfer to the new contract and as a part of their tender submission the recommended provider has outlined the net zero emission vehicles that will be required for the services through the life of the contract.
16. The Council will provide the capital for, and retain the ownership of, the vehicles set out in the contract for the delivery of the services as referenced in the Appendix 1 of this report. The Contractor will be responsible for the operation, maintenance, and insurance of the fleet, including transferring assets and newly purchased vehicles.
17. The contract allows for new vehicles to be phased into the contract as and when it is economically viable and practicable to do so. This will allow the Council to develop the necessary infrastructure support that will be required in order to achieve the council's climate emergency strategic objectives around zero emission fleet. It will also rationalise the age profile of the fleet, ensuring that vehicles reach the end of their practical operational use at separate times.

Improved Recycling Provision/Capital Requirement

18. The contract requires the introduction of food waste collections for eligible households. The roll out of the food waste collection service will commence as soon as the necessary vehicles and equipment have been obtained. The ongoing operational costs are part of the core contract price and the capital requirements for the introduction of this service are contained in the Finance section of this report.
19. The contract also has the flexibility to provide two provisional services:
 - i. Collection of garden waste (assumed to be a free of charge service to residents at tender stage); and
 - ii. Containerised collection of household waste and recycling using wheeled bins at eligible properties.The capital and revenue requirements for the initiation of these services are contained in the Finance section of this report.
20. The introduction of these provisional services, alongside the separate collection of food waste, will significantly increase the levels of household waste diverted to recycling and will result in lower waste disposal costs.
21. This report recommends that decisions relating to the detailed implementation and timing of the potential introduction of any provisional services is delegated to the Strategic Director of Environment in consultation with the Cabinet Member for Public Realm/Cabinet Member for Climate and Ecology and the Director of Finance.
22. As noted within Appendix 5, Equalities Impact Assessment, officers from the Environment Department are currently surveying the prototype area where food waste and wheeled bin collections are taking place. This will enable the council to ensure that proposals for any potential further implementation of the services will take into account resident experience and mitigate barriers to accessing the services.
23. Should the delegated decision to initiate the provisional services be taken, the services can be enacted under the terms of the contract.

Contract management

24. A full suite of key performance indicators and annual contract targets have been developed for the services and are detailed in Appendix 4 These include performance incentives and deductions which will feed into the contract payment mechanism to ensure value for money.
25. The relationship between the contractor and the council will be managed within Street Environmental Services (SES). Operationally the Waste Contract Monitoring team will be responsible for performance monitoring of the contract. A monthly performance management meeting will be conducted with the provider senior contract management team and SES management team, and a quarterly Board will be held with Chief Officer/SLT level management from the council and their equivalent from the contractor.

26. To enhance performance management, all new vehicles delivering services on the contract will be fitted with in cab management information technology, tracking technology and 360-degree cameras, with the Council's contract management team having access to these systems. The contract will use technology and data to monitor the contract, drive improvement in service delivery and inform service development through the life of the contract

Reasons for Decision

27. The award of the contract enables the Council to meet its statutory duties under the Environmental Protection Act 1990.
28. The recommended provider submitted the most economically advantageous tender, based on stringent evaluation criteria, detailed dialogue with potential providers, and a robust evaluation and moderation of the tenders received.
29. The services procured better reflect significant changes in environmental legislation and regulation, including the Governments 25-year Environmental Plan (2018), the Mayor of London's Environmental Strategy (2018) and the Environment Act (2022).
30. The contract has been designed in such a way as to allow the Council the flexibility to amend the scope of services delivered through the lifespan of the contract in order to meet its environmental and climate challenge objectives. Key changes anticipated as being required by the new Environment Act are already included in the new contract either through the core service provision, in the case of food waste collection, or through the provisional services, in the case of a garden waste collection service. At this time there is considerable uncertainty as to what the impact of the Environment Act will be for Local Authorities as we await guidance or secondary legislation. However the contract has been structured with this in mind, to ensure that the Council can meet its requirements and achieve value for money.

Equality Implications

31. An Equalities Impact Assessment (EIA) relating to the award of the contract for the services has been completed and is attached as Appendix 5.
32. It is not anticipated that there will be any direct negative impacts on any groups with protected characteristics, as defined within the Equalities Act 2010, arising from the decision to award the contract for the services.
33. However, officers are mindful that there may be equalities implications arising from the introduction of provisional services following the award of the contract and have reflected that within the EIA.
34. Officers have commenced surveying the service user experience of the provisional services. They will engage with groups that share protected characteristics as part of this process and will collaborate with colleagues in the coproduction team and other relevant groups in the design of such service changes and conduct an EIA relating to these and any other significant service changes within the contract

Risk Management Implications

35. Due to the complexity and financial value of the services covered by this proposed contract award, 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.
36. Officers have incorporated 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.
37. Robust contract management arrangements are particularly important given the value and length of the contract and the direct impact that performance of the contract will have on the residents of the borough. The proposed contract will include break clauses and provisions for extension to ensure both that appropriate performance is maintained through the contract and that best value for money can be secured through the long-term relationship.
38. Officers will liaise with the Council's Insurance Team to ensure that appropriate insurance cover is in place for all vehicles and that responsibility for maintenance, servicing and safe use of the vehicles are clearly defined in the contract. Information will also be provided to the Insurance team as and when further electric vehicles are introduced to the fleet and/or further charging points are installed on Council sites. Similarly, if and when the provisional services identified in this report are planned to be introduced, officers should liaise with the Insurance Team so that the insurer can be notified, and the activities covered.
39. Officers will undertake appropriate checks when entering into the contract regarding the contractor's insurances (e.g. employers/public liability, professional indemnity, motor fleet), including limits of indemnity and will consult with the Insurance team to ensure appropriate cover is in place at the commencement of the contract. It is also recommended that the level of third-party motor insurance and any additional covers, such as environmental impairment liability are included in the contractor's insurance programme.

David Hughes, Director of Audit, Fraud, Risk and Insurance, 22 July 2022

Climate and Ecological Emergency Implications

40. The services being procured will have a net positive impact on the council's climate emergency priorities.
41. The contract for the services reflects significant enhancements in targets to minimise waste, increase the level of recycling of unavoidable waste and seeks to reduce the environmental impacts arising from the operation of the services.

42. The successful bidder has provided a plan for the vehicles used in the delivery of the services to move away from reliance on petro-diesel vehicles, and in a phased approach transition to a net zero emission fleet where possible by 2030 (See climate implications toolkit). Officers have considered the carbon impacts involved in the production of entirely new vehicles and have sought to use existing authority assets to prolong their useful life for as long as possible.
43. The baseline emissions from the waste collection fleet were 1,140 tons CO₂e in 2020/21 (equivalent to one-third of the council's own direct emissions from its offices, fleet and streetlighting) so the transition away from petro-diesel will have a significant impact on emissions.
44. A completed climate implications toolkit is appended as Appendix 6.

Jim Cunningham, Climate Policy & Strategy Lead, Environment Department 20 July 2022

Procurement implications

45. The procurement was run under a Competitive Dialogue Procedure [Public Contract Regulations 2015, Regulation 30]. Two bidders were taken through to the final round of Dialogue with a highly meaningful competition taking place.
46. The procurement was run within the project team with the expert advice of Sharp Prichard LLP (lawyers). In March 2022 as the newly arrived Head of Procurement, the procurement and commercial function actively joined the day-to-day workings of programme team in the role of Quality Assurance. This covered the period of the tender return, questions, evaluation, moderation, and award. This role also involved addressing Compliance, with the Regulations, also taking on the role of engagement with the Social Value Portal to ensure legality under the Regulations. Also these works included assuring compliance with the CSOs.
47. At all times equality was maintained in the treatment of each bidder and in the observation and belief of the work I have undertaken in the procurement full compliance with the Regulations has been achieved.

Implications competed by David von Ackerman – Head of Procurement, H&F, 19 July 2022

Digital Services Implications (required for any changes to IT systems)

48. IT Implications
Digital Services have been working closely with the Environment on this procurement and contract - supporting the gathering of requirements, sitting on the evaluation panel, and providing guidance.

As noted in this report, there is an obligation for the provider to use up to date Management Information Systems (MIS) and flexibility to adapt to emerging technologies in the marketplace. Given this, it is recommended that, should

this contract result in a requirement for new systems to be procured, existing systems to be modified, or IT enhancements to be considered, Digital Services should be consulted to ensure that H&F IT requirements are met, and that all necessary safeguards, permissions, and budgets are in place.

49. IM Implications

A Data Privacy Impact Assessment (DPIA) will need to be completed to ensure that all the potential data protection risks around this contract are properly assessed with mitigating actions agreed and implemented.

The provider will be expected to have a Data Protection policy in place and staff will be expected to have received Data Protection training.

If data will be processed outside of H&F's corporate network and systems, the provider will need to complete a (Cloud) Supplier Security Questionnaire.

The contract will need to include H&F's data protection and processing schedule.

Implications completed by: Karen Barry, Strategic Relationship Manager, Digital Services, tel 0208 753 3481, July 14, 2022

Local Economy and Social Value

50. SV was mandated at 10% of total contract value as part of the procurement – both bidders passed the threshold. The winning tenderer commits to 16.43% of total contract, as evaluated, price.
51. The successful bidder scored highest in both the qualitative and quantitative elements of the evaluation.
52. The SV elements of both qualitative and quantitative submission although submitted through the portal of the Social Value Portal organisation, who supported the procurement with detailed advisory assessment report, were evaluated, following legal advice, within the procurement team. The assessment of the SV scores was independently assessed by the Social Value Portal with the scores being identical to those assessed by the project's evaluation, this adding an extra layer of assurance.
53. The contract is the first to have a tighter contractual regime for SV with a regime where the Council's business partner for SV, the Social Value Portal, being contracted to measure and report annually of the achievement against the committed SV. The contract has an effective claw-back / penalty scheme of £50,000 pa were the Contractor not to achieve their SV commitments. (That sum being potentially available to buy-in SV such as sponsoring other SV initiatives).
54. The major elements of SV committed to by the successful bidder were recruiting and continuously employing local labour, the use of SMEs based in the borough and helping unemployed people into both the bidder's own organisation and other wider labour opportunities.

55. Additionally the successful bidder has committed to a plan the move the entire waste fleet to zero emission vehicles over the contract's life, thereby highly tangibly supporting the Council's move to Net Zero.

Implications completed by: David von Ackerman – Head of Procurement, H&F, 19 July 2022, in consultation with Paul Clarke, S106 Officer (Social Value Officer)

Personnel

56. There are no implications for staff employed directly by the council as this service is outsourced presently and will continue to be outsourced. The appointed provider will be required to comply with the Transfer of Undertakings (Protection of Employment) (TUPE) legislation and will also be required to ensure that the workforce is paid at least the London Living Wage.

Implications completed by David Rogers, Head of People Operations, Resources Department, tel 07717 423441, July 22nd, 2022

Consultation

57. The Greater London Authority were a statutory consultee on the content of the service specification in accordance with the GLA Act 1999 (as amended). The inclusion of the offer of a food waste service to residential properties was a condition of their approval of the specification.

LIST OF APPENDICES

Appendix 1 (exempt)
Financial Information

Appendix 2 (exempt)
ISFT scoring

Appendix 3 (exempt)
Social Value commitments

Appendix 4 (exempt)
Key Performance Indicators and Annual Contract Targets

Appendix 5
Equalities Impact Assessment

Appendix 6
Climate Implications Toolkit

APPENDIX 5 - H&F Equality Impact Analysis 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:

- 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	2022/Q2
Name and details of policy, strategy, function, project, activity, or programme	<p>Title of EIA: Waste, Recycling & Street Cleansing Contract Award</p> <p>Short summary:</p> <p>The current contract for the provision of waste, recycling and street cleansing services ends on 29th January 2023. A recommendation report for the appointment of a provider to deliver the services from 30th January 2023 will be taken to Cabinet in October 2022.</p> <p>Whilst officers do not believe that the award of the contract in itself will have any significant impacts on any groups that share protected characteristics, there are elements of the services (such as clinical waste collection, assisted household waste collections, food waste collections) that may have an impact.</p> <p>Should some of the provisional services contained within the specification (e.g. wheeled bin collection, garden waste collection) be enacted under a delegated decision there is potential that some of these services may have an impact on groups that share protected characteristics.</p> <p>Where new services may be initiated within the new contract, the detail of the delivery of such services will be agreed by the relevant Cabinet Member(s) in consultation with the Strategic Director for Environment. When officers bring forward service development proposals for agreement, they will have collaborated with colleagues in the Council's coproduction team, and other relevant parties, and will complete a separate EIA for the service changes. However, we have attempted to address some of the potential impacts within this EIA.</p> <p>Survey proposals are detailed in Section 3 of this EIA</p> <p>The preferred bidder has committed to 1170 hours of equality, diversity, inclusion training for staff/supply chain staff as part of their contractual commitment.</p> <p>Section 18.1.11 of the service specification states that the Contractor shall:</p> <p><i>"in accordance with the requirements in section Error! Reference source not found. of this Schedule, address under-representation of diverse groups in the workforce and target relevant opportunities to people experiencing barriers to employment such as long-term unemployment, disability, mental health issues, being ex-offenders or ex-service personnel, and communicating those opportunities to local communities and local employment agencies"</i></p> <p>Section 18.1.17 of the service specification states that the Contractor shall:</p> <p><i>"implement equal opportunities in recruitment procedures in accordance with Legislation"</i></p>
Lead Officer	<p>Name: Pat Cosgrave</p> <p>Position: Service Lead for Street Environmental Services</p> <p>Email: pat.cosgrave@lbhf.gov.uk</p> <p>Telephone No: 0208 753 2810</p>
Date of completion of final EIA	XX / XX / XX

Section 02	Scoping of Full EIA		
Plan for completion	Timing: Resources:		
Analyse the impact of the policy, strategy, function, project, activity, or programme	Analyse the impact of the policy on the protected characteristics (including where people / groups may appear in more than one protected characteristic). You should use this to determine whether the policy will have a positive, neutral, or negative impact on equality, giving due regard to relevance and proportionality.		
	Protected characteristic	Analysis	Impact: Positive, Negative, Neutral
	Age	<p>The award of the contract to deliver the services is not considered to have a significant impact on any residents in relation to age.</p> <p>In terms of residents who may be elderly and have particular problems with the presentation of their waste, there is provision within the services to provide “assisted collections,” e.g. collecting waste from a collection point outside of that agreed in the service specification.</p> <p>The core services also offer a household clinical waste collection service which may be required in some circumstances (e.g. disability or illness) and where a GP refers them.</p> <p>Resident surveys are being carried out on service user experience of the prototype service for wheeled bin and food waste collection (see Section 3) which will inform future service provision and address any potential impacts that service changes might have on elderly people</p>	Neutral
	Disability	<p>The award of the contract to deliver the services is not considered to have a significant impact on any disabled residents</p> <p>In terms of disabled residents who may present particular problems with the presentation of their waste, there is provision within the services to provide “assisted collections,” e.g. collecting waste from a collection point outside of that agreed in the service specification.</p> <p>The core services also offer a household clinical waste collection service which may be required in some circumstances (e.g. disability or illness) and where a GP refers them.</p> <p>Resident surveys are being conducted on service user experience of the</p>	Neutral

	<p>prototype service for wheeled bin and food waste collection (see Section 3) which will inform future service provision and address any potential impacts that service changes might have on people with a disability.</p> <p>Where changes to service provision may be proposed officers will have due regard to ensuring that the information relating to service changes is accessible to people who may have issues accessing such information due to a disability.</p>	
Gender reassignment	The award of the contract to deliver the services is not considered to have a significant impact on any in relation to their gender reassignment.	Neutral
Marriage and Civil Partnership	The award of the contract to deliver the services is not considered to have a significant impact on any residents in relation to their marriage and civil partnership status.	Neutral
Pregnancy and maternity	The award of the contract to deliver the services is not considered to have a significant impact on any residents in relation to their pregnancy and maternity status. In terms of residents who may be heavily pregnant or have any pregnancy related issues and have particular problems with the presentation of their waste, there is provision within the services to provide “assisted collections,” e.g. collecting waste from a collection point outside of that agreed in the service specification.	Neutral
Race	<p>The award of the contract to deliver the services is not considered to have a significant impact on any residents in relation to their race</p> <p>Where changes to service provision may be proposed officers will have due regard to ensuring that the information relating to service changes is accessible to people for whom English is not a first language</p>	Neutral
Religion/belief (including non-belief)	The award of the contract to deliver the services is not considered to have a significant impact on any residents in relation to their religious belief/non-belief.	Neutral
Sex	The award of the contract to deliver the services is not considered to have a significant impact on any residents in relation to their sex.	Neutral
Sexual Orientation	The award of the contract to deliver the services is not considered to have a significant impact on any residents in relation to their sexual orientation.	Neutral

	<p>Human Rights or Children's Rights</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>
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Section 03	<p>Analysis of relevant data</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>
Documents and data reviewed	N/A
New research	<p>A prototype wheeled bin collection service (covering approx. 4200 households) and food waste collection (approx. 5800 households) has been in operation in the borough since November 2020.</p> <p>Officers from Street Environmental Services, Climate Change Team and Corporate Communications are in the process of developing and conducting a face-to-face survey of households within the pilot scheme area. The plan is to door knock and survey each of the properties receiving both wheeled bin and food waste collections (4200 approx.). The Council will ensure they engage with residents who share protected characteristics and in particular age, disability and pregnant as part of this process</p> <p>Part of the survey includes a free text response question asking residents whether they have found any difficulties in using the service effectively (examples might be but not limited to opening the food waste container, carrying waste to the wheeled bin, differentiating between the different containers). The responses to the survey will help inform proposals for future service expansion and ensure that access to the services that may be impacted upon due to any protected characteristic can be addressed in future service proposals.</p> <p>The survey programme will be completed by September 2022.</p>

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

Section 05	Analysis of impact and outcomes
Analysis	Analysis of the planned research detailed in Section 3 will be presented to the relevant Cabinet Member(s) and will detail actions and mitigations for any circumstances where residents may have difficulty in accessing the new services on the basis of any protected characteristic or combination of protected characteristics. The weight given to each protected characteristic will be proportionate to the relevant policy

Section 06	Reducing any adverse impacts and recommendations
Outcome of Analysis	N/A

Part 1

Section 07	Action Plan					
Action Plan	Note: You will only need to use this section if you have identified actions as a result of your analysis					
	Issue identified	Action (s) to be taken	When	Lead officer and department	Expected outcome	Date added to business/service plan

Section 08	Agreement, publication, and monitoring
Senior Managers' sign-off	Name: Annie Baker Position: Assistant Director, Street Environmental Services Email: annie.baker@lbhf.gov.uk Telephone No: Considered at relevant DMT:
Key Decision Report (if relevant)	Date of report to Cabinet/Cabinet Member: 10 / 10 / 22 Key equalities issues have been included: Yes
Equalities Advice (where involved)	Name: Yvonne Okiyo Position: Strategic Lead Equity, Diversity, and Inclusion Date advice / guidance given: 15.07.22 Email: Yvonne.Okiyo@lbhf.gov.uk Telephone No: 07824836012

Appendix 6

Climate implications toolkit

This toolkit is a self-assessment to help officers think about how their projects, procurements, commissioning, and services can align with H&F's net zero carbon target and sixth council value: "Rising to the challenge of the climate and ecological emergency". It also supports report authors to draft the climate implications section on decision reports, now required on decisions over £300,000 and procurement strategy reports.



How to use the tool

The self-assessment is intended to help officers reflect critically on their project or service's climate impact. We recommend you answer all the questions, even if the answer is 'not applicable'. It is a reflective tool, not a framework for approving or rejecting a decision, so it will work best if each question is considered honestly and carefully.



The next tab presents a set of questions about the initiative or decision against H&F's five 'climate challenges', and a drop-down range of answers. Each answer is colour-coded to indicate its climate impact and recommended way forward as follows:

Colour code	Recommendation
Dark green	Strong positive impacts for the climate emergency. Recommendation to proceed as is with this aspect.
Light green	Some positive impact for the climate emergency. Recommendation to further enhance this aspect where possible and proceed.
Yellow	Some negative impacts for the climate emergency. Recommendation to review these aspects and find mitigations where possible.
Red	Considerable inconsistency with the council's net zero objective. Strong recommendation to review these aspects and find mitigations.
Grey	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.

These questions should be considered for services, goods and projects we procure as well as those we deliver directly. Delivery models, specifications and tender evaluation should be shaped to ensure our contractors are aligned with our net zero commitment.

When answering these questions you should consider **direct** and **indirect** impacts. For example, a highways project to install traffic reduction measures might not use electric vehicles or plant in its delivery, but still lead to reduced vehicle use once in place.

Against each climate challenge, the toolkit presents possible actions to improve the climate impact of the decision.

Please email your completed copy of the form to Jim.Cunningham@lbhf.gov.uk and Hinesh.Mehta@lbhf.gov.uk, along with your draft climate implications for verification (if completing a report).

Version	Date
1.0	09/03/21
1.1	17/05/21

Colour code	Recommendation
Dark green	Strong positive impacts for the climate emergency. Recommendation to proceed as is with this aspect.
Light green	Some positive impact for the climate emergency. Recommendation to further enhance this aspect where possible and proceed.
Yellow	Some possible negative impacts for the climate emergency. Recommendation to review these aspects and find mitigations where possible.
Red	Considerable inconsistency with the council's net zero objective. Strong recommendation to review these aspects and find mitigations.
Grey	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.

Guidance for use

Please answer all questions from the drop-down options in the 'impact' column (C), including 'not applicable' as needed.

Please email your completed copy of the form to Jim.Cunningham@lbhf.gov.uk and Hinesh.Mehta@lbhf.gov.uk, along with your draft climate implications for verification (if completing a report).

Key to the colour coding of answers is given at the top of the page.

Name of project/service:	Waste, Recycling & Street Cleansing contract award
Brief description (1-2 sentences):	This toolkit is appended to the Cabinet decision to award the Waste, Recycling & Street Cleansing contract.

Homes, buildings, infrastructure and energy		
Question	Impact (select from list)	Reasons / possible mitigations
1 What effect will this project have on overall energy use (electricity or other fuels) e.g. in buildings, appliances or machinery?	Not applicable	
2 What effect will this project have on the direct use of fossil fuels such as gas, petrol, diesel, oil?	Large or long-term reduction	The award is contingent on the provider providing a plan for transitioning to a green fleet throughout the life of the contract.
3 Does this project further maximise the use of existing building space? <i>E.g. co-locating services; bringing under-used space into use; using buildings out-of-hours</i>	N/A	
4 Will any new building constructed or refurbishment be net zero carbon-ready in use? <i>(high levels of insulation, low energy demand per sq. m., and no servicing with fossil fuels such as gas heating).</i>	N/A	No new building planned
5 Does this use more sustainable materials in building or infrastructure? <i>E.g. re-used or recycled construction materials; timber in place of concrete</i>	N/A	No new building planned
6 Does this use more sustainable processes in any building or infrastructural work? <i>E.g. modular and off-site construction; use of electrical plant instead of petrol/diesel</i>	N/A	
7 Will this increase the supply of renewable energy? <i>e.g. installing solar panels; switching to a renewable energy tariff</i>	N/A	
8 Do any appliances or electrical equipment to be used have high energy efficiency ratings?	N/A	

Ways to align with net zero:

- Insulate buildings to a high standard.
- Include energy efficiency measures when carrying out refurbishment.
- Replace gas boilers with renewable heating, such as heat pumps.
- Construct new buildings to a net zero standard (see the LETI design guide: <https://www.leti.london/cedg>)
- Design and deliver buildings and infrastructure with lower-carbon materials, such as recycled material and timber frames.
- Use construction methods that reduce overall energy use, such as modular, factory-built components, or use of electrical plant on-site.
- Install solar panels or other renewable energy generation, and consider including battery storage.
- Switch to a renewable energy provider.
- Use energy-efficient appliances.
- Install low-energy LED lighting.
- Install measures to help manage building energy demand, such as smart meters, timers on lighting, or building management systems.

Travel		
Question	Impact	Reasons / possible mitigations
9 Reducing travel: what effect will this project have on overall vehicle use?	Modest or short-term increase	household food waste will lead to an increase in the collection vehicle requirement. This will
10 Will this project use petrol or diesel vehicles?	Yes	At the start of the contract a majority of vehicles will be diesel. However these will be phased out and replaced with electric alternatives as these vehicles reach the end of their usable life and the appropriate infrastructure is developed. Existing electric vehicle authority assets (supervisor vans, small street cleansing fleet) will transfer to the provider on day one of the new contract.
11 Will this support people to use active or low-carbon transport? <i>E.g. cycling, walking, switching to electric transport</i>	Yes	The provider has committed to a sustainable transport scheme for their staff, including a cycle to work scheme commitment.
12 Will it be easily accessible for all by foot, bike, or public transport, including for disabled people?	N/A	
13 Has the project taken steps to reduce traffic? <i>Using e-cargo bikes; timing activities or deliveries to be outside peak congestion times</i>	Yes	Collection routes in high traffic areas will be optimised so as to avoid peak traffic periods

Ways to align with net zero:

- Reduce the need to travel e.g. through remote meetings, or rationalising routes and rounds.
- Share vehicles or substitute different modes of travel, rather than procuring new fleet.
- Specify electric vehicles for new fleet or for services involving transport.
- Support users and staff to walk, cycle, or use public transport e.g. with cycle parking, training, incentives.
- Use zero-emission deliveries e.g. H&F's e-cargo bike service.
- Model and mitigate the project's effect on traffic and congestion e.g. retiming the service or deliveries

Consumption		
Question	Impact	Reasons / possible mitigations
14 Has this project considered ways to reuse existing goods and materials to the greatest extent possible, before acquiring newly manufactured ones?	Yes	Use of existing vehicles to the end of their usable life

Ways to align with net zero:

- Procure goods through sharing, leasing, or product-as-a-service models rather than ownership.

15	Does it reduce reliance on buying newly manufactured goods? <i>E.g. repair and re-use; sharing and lending goods between services or people; leasing or product-as-a-service rather than ownership</i>	To some extent	The service provider will identify a reuse partner in order to minimise the disposal and increase the reuse, refurbishment and recycling of household bulky waste
16	Does it use products and resources that are re-used, recycled, or renewable?	Yes	
17	Does it enable others to make sustainable choices within their lifestyles, or engage people about this?	Yes	There is a stipulation that food waste collections will be offered to all applicable household properties as soon as the necessary vehicles and equipment have been obtained. Food waste will be collected separately and treated via anaerobic digestion rather than disposed of in an EFW plant.
18	Is there a plan to reduce waste?	Yes	The contract will contain an annual waste minimisation target
19	Has it taken steps to ensure any food it offers is more sustainable? <i>E.g. minimal meat and dairy; minimises food waste; seasonal produce; locally sourced.</i>	N/A	

Ecology

Question	Impact	Reasons / possible mitigations
20 What effect does this project have on total area of green space?	Neutral	
21 Does the project create more habitat for nature? <i>E.g. native plants, trees, and flowers</i>	N/A	
Does it make changes to green space that can have a negative impact on nature? <i>E.g. use of pesticides, reduced extent and variety of plants, planting non-native species</i>	No	The provider has committed that their weed removal programme across the borough will be delivered without the use of pesticides.
22 Does it help people understand the value of biodiversity, and encourage them to support it in their private and community spaces?	N/A	

Adaptation

Question	Impact	Reasons / possible mitigations
24 Does any planned construction or building use include measures to conserve water?	N/A	
25 Does any planned infrastructure or building use consider how to sustainably protect people from extreme heat?	N/A	
26 Has any planned building work or infrastructure considered how to mitigate flood risk? <i>E.g. Sustainable Drainage Systems (SuDS); de-paving areas; green roofs</i>	N/A	
27 Does any planned infrastructure or building work increase the overall footprint of hard surfacing? (as opposed to green or permeable surfacing)	N/A	
28 Has the project considered its own resilience to future extreme heat, flood risk, or water shortage?	N/A	

Engagement and influence

Question	Impact	Reasons / possible mitigations
29 Does this project raise awareness and understanding of the climate and ecological emergency, and the steps that people can take?	Yes	The provider will have staff members who will have a specific remit to engage with residents around the circular economy.

- Use pre-owned and reconditioned goods, and reduce reliance on procuring new goods.
- Use recycled materials, and procure items that can be reconditioned or recycled at end-of-life.
- Use lifecycle costing in business cases to capture the full cost of operation, repair and disposal of an item.
- Reduce meat and dairy in food provision.
- Design waste, including food waste, out of business models e.g. separating (and composting) food waste; replacing single-use items with reusable items.
- Use contact points with residents and businesses to engage and enable them to adopt low-waste, low-carbon behaviours.

Ways to align with net zero:

- Avoid converting green space to hard surfacing.
 - Use underutilised space for planting, such as green roofs and walls.
 - Plant native plants and perennials, rather than non-native ornamental species, to encourage biodiversity.
 - Reduce trimming of grass and hedges, and avoid use of pesticides.
 - Provide space for animals e.g. long grass areas, bird boxes, bat boxes, 'insect hotels'
- Consider the ecological impacts from manufacture and use of procured goods, e.g. water pollution; water*

Ways to align with net zero:

- Install water-saving devices in taps, showers and toilets
- Re-use grey water in new developments
- Ensure all new building or refurbishment (especially of homes) models and mitigates future overheating risk, with adequate ventilation and shading
- Avoid increasing areas of hard surfacing.
- Convert hard surfacing to green and permeable surfacing where possible, and install Sustainable Drainage systems (SuDS).
- Plant drought-tolerant plants

Ways to align with net zero:

- 'Make every contact count', by using contact points with residents and businesses to promote understanding of the climate emergency.

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 10/10/2022

Subject: Housing Revenue Account (HRA) Strategic Review – Delivering Future Sustainable Services in light of Significant Increases in Inflation

Report of: Cabinet Member for Housing and Homelessness – Councillor Frances Umeh
Cabinet Member for Finance and Reform – Councillor Rowan Ree

Report Author: Sukvinder Kalsi, Director of Finance

Responsible Director: Jonathan Pickstone, Strategic Director of Economy

SUMMARY

The Housing service at LBHF (as with other local authority services) is facing significant financial challenges due to a national economic situation that has deteriorated substantially and to an unexpected extent in 2022. This includes annual Consumer Price Index (CPI) inflation at 9.9% in August 2022, with other measures of costs relating to housing provision including tender price inflation, pay, and energy, also showing substantial increases.

With more than 12,000 tenanted homes (about 14% of all homes in LBHF) providing housing to an estimated 30,000 residents, housing is one of the Council's key services. The Council has committed to build more than 1,100 new homes within the next few years, to invest more than £600m over 12 years for major improvement works to existing homes, and additional investment to support its energy efficiency programme. This programme is important for de-carbonising the housing stock and reducing energy costs in the future, helping to tackle fuel poverty.

The economic situation presents significant challenges to providing essential services to tenants, building affordable homes, and investing in these vital housing improvements. The Housing Revenue Account (HRA), which accounts for all associated housing services and management costs, is continuously reviewed by the Council to ensure that crucial services are delivered efficiently. The continuing monitoring and review have confirmed there are significant service and financial pressures, which must be urgently addressed.

By law, the HRA must be ringfenced and kept separate from other Council budgets. General Council funds cannot be used to support the HRA, so solutions to inflation and other budgetary challenges must be found within the HRA.

This report sets out proposals to ensure that we can deliver a balanced budget and maintain reserves at an acceptable level. The proposals to be introduced from November 2022 are for a rent increase and to move to variable service charges in order to fully recover the costs for service charges for tenants and leaseholders going forward.

The Council has done everything possible to resist rent increases including exploring other options - however there is no other practicable solution that will protect the investment needed to keep homes safe and decent.

The proposed November increase will bring the aggregate 2022/23 LBHF rent increase to 3.1%, still well below the 4.1% ceiling allowed by central government (via the Rent Standard 2020 and associated guidance) and typically applied by other London Boroughs. More than 50% of tenants will be supported through Housing Benefit and Universal Credit to meet the new charges, and payment plans and financial support will be offered, where appropriate.

The Council has worked hard to keep rents and service charges as low as possible over the past decade and this strategy will continue to ensure that ours remain some of the lowest cost homes in London and provide value for money to residents.

Recommendations

1. That Appendix 1 is not for publication on the basis that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) and/or 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. To approve an increase to the current rents that are charged to tenants, effective from 14 November 2022. This will be an additional 4.1% for the rest of 2022/23, bringing the total annualised rent rise for 2022/23 from 1.5% to 3.1%. Details are set out in paragraph 3.1.
3. To approve a change from fixed to variable service charges for tenants based on the up-to-date actual costs of providing tenant services, which will mean a variable level of increase for the majority of tenants (as set out in paragraph 3.2).
4. To approve the above changes to service charges with effect from 14 November 2022 and for future years.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The provision of an extensive range of day-to-day repairs, estate and investment services is undertaken by external companies and these proposals will maintain and support local businesses and employment.
Doing things with local residents, not to them	The tenants are extensively engaged and take part (through Resident Liaison Groups) in the provision of existing housing services.
Creating a compassionate Council	Our tenants and leaseholders will be supported by being offered advice on maximising entitlement to Housing Benefit/

	Universal Credit and rent and leasehold payment plans to assist in mitigating the effects on household finances, along with further support to residents impacted by high inflation and the cost of living crisis. It is estimated these changes will be fully covered by housing benefit/ universal credit for more than 50% of tenant households.
Our Values	Summary of how this report aligns to the H&F Values
Being ruthlessly financially efficient	The proposals in this report will ensure the future sustainability of the HRA and ensure the continued provision of services valued by tenants. It will be complemented by the Housing Transformation Programme that will generate significant future efficiencies in the delivery of services.
Taking pride in H&F	The planned capital investment in the properties will improve the building standards and promote greater well-being of residents.
Rising to the challenge of the climate and ecological emergency	The considerable capital investment in energy efficiency over the next 12 years will significantly improve the energy efficiency for the existing stock (new build properties will be constructed in line with new building standards).

Financial Impact

The HRA Business Plan and Budget for 2022/23 was considered in detail and approved by Cabinet on 7 February 2022.

In summary, the proposed Budget for 2022/23 was balanced based on utilising reserves of £4m and a further £3.9m of planned interventions. These interventions were set out in the report to Cabinet on 7 February 2022 and were expected to be delivered through initiatives including a review of management costs, the Housing Transformation Programme, income opportunities and other plans including a review of the repairs system and benchmarking reviews.

Since the budget was approved, there has been a significant increase in inflation that will result in further significant pressures on the HRA in 2022/23 (as reported to Cabinet on 5 September as part of the CRM 2 Report for 2022/23).

The Housing Transformation Programme has delivered significant savings of £4.7m from 2018-21 and further savings are expected in future years, but these will not be sufficient to deal with the current and expected financial pressures on the HRA.

A review of the Council's service charges has revealed a gap between the actual cost to the Council of delivering the services and the amount charged in the region of £3.8m per annum (see the table at 3.2.4 below). In other words, the Council is substantially undercharging tenants and leaseholders for the services provided, resulting in a significant drain on HRA income every year.

The proposals in this report will provide a contribution of £2.45m to the planned interventions (in the relevant part of 2022/23) and of £6.3m for a full year (from 2023/24).

This will help secure the HRA's financial resilience and ensure adequate reserves that will help to ensure the long-term financial sustainability of the HRA and the continued provision of services valued by tenants. The short and medium-term financial implications of not implementing these proposals are set out in Section 4 of the Detailed Analysis.

Danny Rochford, Head of Finance (Economy) Dated 23 September 2022
Verified by: Andre Mark, Head of Finance (Acting deputy S151 officer), Dated 23 September 2022

Legal Implications

The principal statutory provision governing the fixing of rents (including service charges) for Council property is contained in Section 24 of the Housing Act 1985.

Sub-section (1) provides that authorities may “...*make such reasonable charges... as they may determine*”. Sub-section (2) provides for rents to be reviewed and varied “from time to time”. This provision does not limit local housing authorities to one rent increase per year.

However, this section has to be considered in the light of Section 76 of the Local Government and Housing Act 1989, which imposes a duty on local housing authorities to prevent a debit balance arising in their Housing Revenue Account (“HRA”) and which also imposes “ring-fencing” arrangements in respect of such account. It is not possible for a local housing authority to subsidise the HRA from its General Fund. The Council is under what is often referred to as its “fiduciary duty” to operate its finances on a prudent basis.

The Council is a registered provider of social housing and has a duty to have regard to relevant standards set by the Regulator of Social Housing under section 193 of the Housing and Regeneration Act 2008. The Regulator of Social Housing has issued the Rent Standard April 2020 that requires registered providers (including local authorities) to set rents from 1 April 2020 in accordance with the Government's Policy Statement on Rents for Social Housing 2019 (“the Policy Statement”).

The Policy Statement states at 2.15 that from 1 April 2020 registered providers may not increase rents by more than CPI +1% in any year. This limit is a ceiling and providers are free to apply a lower increase. Guidance on the limit on annual rent increases 2022-23 updated on 15 November 2021 states in the table at 2.1 that for 2022-23 the maximum increase is thus 4.1%.

In addition, the Policy Statement advises at 2.36 that (all) registered providers “should endeavour” to keep increases to service charges within the same limit that is set for annual rent increases, to help keep charges affordable. This advice does not purport to set a mandatory ceiling for service charge increases.

The Council's standard form of tenancy agreement does not limit the Council to one rent or service charges increase per year. If Cabinet agrees to the proposals to increase rent and (average) service charges, the Council will need to provide notice in writing of the increase, four weeks in advance as per its tenancy agreement.

Where the Council has a settled and uniform practice that directly affects individuals, they may have a legitimate expectation that the Council will not depart from that practice. It appears that the Council has a settled practice of only increasing rents once a year, in April. Therefore, before deciding to depart from its usual practice, the Council must be satisfied that there are overriding policy considerations which justify this. This is a decision for Cabinet to make.

The Council must, when carrying out its functions, have due regard to the needs set out in section 149 of the Equality Act 2010 (the Public Sector Equality Duty, "PSED"). This duty includes having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it. The Council must consider the duty, which is personal to decision makers. In order to assist the Council to comply with section 149, an Equality Impact Assessment ("EQIA") is attached as Appendix 2 to this report. The relevant decision-maker must carefully consider the EQIA as applicable to the decision they are asked to approve. In summary, the PSED requires the Council, when exercising its functions, to have "due regard" to the need to:

- a) Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act (which includes conduct prohibited under section 29);
- b) Advance equality of opportunity between people who share a relevant protected characteristic and those who don't share it;
- c) Foster good relations between people who share a relevant protected characteristic and those who do not (which involves having due regard, in particular, to the need to tackle prejudice and promote understanding).

Changes to rent and service charges are excluded from the duty to consult with tenants on matters of housing management under section 105 of the Housing Act 1985 and section 137 of the Housing Act 1996.

However, the Housing Representatives Forum has been contacted for their views on the proposals set out in the report. Members must carefully consider their responses as well as the Equality Impact Assessment before reaching a decision on the recommendations in this report.

Verified by: Grant Deg (Chief Solicitor – Legal Services)

Dated: 23 September 2022

Background Papers Used in Preparing This Report

None

DETAILED ANALYSIS

1. Strategic Housing Operating Environment

- 1.1 The provision of social and affordable housing is one of the key services the Council provides to residents and the Building Homes and Communities Programme is intended to increase the supply of new homes to meet the expected demand for homes.

1.2 The strategic operating environment for this service is complex and challenging and will be affected by a number of national factors including:

- the increasing national inflationary pressures (The Bank of England expects inflation to peak at 11% in October and then remain above 10% for a few months) and this is expected to lead to considerable service impacts including higher expenditure on contracted services, demand for housing advice and management services, pressures on homelessness and possible reduction in rent income collected
- the need to continue to invest in our existing homes to ensure good standards of properties (with a programme for the replacement of key property components including windows, kitchens, heating, roofs, electrical re-wires)
- the need to keep residents safe - new building safety standards (learning lessons from the Grenfell tragedy) will require supplementary investment to keep residents safe (no significant national funding is anticipated and this is expected to be mainly self-funded)
- the continued focus on greater tenant empowerment and engagement from the Department of Levelling Up, Housing and Communities and the Regulator of Social Housing (the details were set out in the recent White Paper)
- increases in energy efficiency in line with the implementation of climate change policies (with the anticipated phasing out of gas-powered heating boilers and systems)

1.3 It is also important that tenant concerns about the current repairs service are addressed. A Housing Transformation Programme is in progress to improve services. The latter will continue to be monitored separately and reflected in the HRA Business Plan and Budgets for 2023/24+.

2. Strategic Financial Operating Environment

2.1 The HRA Business Plan 2022+ and the Budget 2022/23 were considered and approved by Cabinet on 7 February 2022. In summary, there was a base budget deficit of £7.9m and the budget for 2022/23 was balanced by utilising £4m of reserves combined with other planned interventions of £3.9m including a review of management costs, the Housing Transformation Programme, income opportunities and other plans including a review of the repairs system and benchmarking reviews.

2.2 A combination of limits to savings that could be secured in-year without recourse to drastic service cuts and a revised assessment of the costs and risks associated with the continuing escalation of inflation means that the budget approved on 7 February 2022 has turned out to be unduly optimistic due to the difficult to predict deterioration in national economic circumstances. Further, in July 2022 our external auditor pointed to reliance on reserves to balance the budget as an issue that needed a stronger plan for resolution.

- 2.3 The Base Budget deficit of £7.9m in 2022/23 was equivalent to almost 9% of spend and it will not be sustainable to use reserves to support the annual budget beyond 2023/24. The current reserves of £11.6m (as at 31 March 2022 equivalent to 13% of total annual spend) would be fully utilised.
- 2.4 The expenditure on the HRA has been (and continues to be) subject to detailed scrutiny to ensure that costs are minimised and services delivered as efficiently as possible. Significant efficiencies have been delivered in prior years (estimated at £4.7m from 2018-21) and will be continued through the Housing Transformation Programme. However, these will not be sufficient to deal with the current and expected financial pressures on the HRA. In order to achieve a balanced HRA without making drastic service cuts, opportunities need to be taken to improve the financial resilience of the HRA as soon as is reasonably possible.
- 2.5 The proposals in this report will allow the recovery of the costs of providing services funded through service charges (there is an estimated current shortfall of £3.8m – see table at 3.2.4 below). This will promote the resilience of the HRA and ensure that this is sustainable so that social and affordable housing services valued by tenants can continue to be provided.

3. Detailed Proposals and Evaluation – Rents and Service Charges

3.1 Rents

- 3.1.1 Rents for Council properties are set with reference to national guidelines and formulas (these are based on CPI+1%). The current national policy will be continued until 2024/25 (although it is possible – and suggested by a current government consultation - that this will be restricted for 2023/24 given the forecast inflation levels). The rent policy thereafter from 2024/25 will need to be set out by national government in due course.
- 3.1.2 The significant levels of national inflation (expected to continue for the foreseeable future) will provide major challenges for national government going forward and the rent proposals set out in this report are a reflection of that macro-economic operating environment. The rent cap for 2022/23 is 4.1% (being CPI inflation in September 2021 plus 1%).
- 3.1.3 A supplementary rent increase of 4.1% from 14th November 2022 is proposed. This is equivalent to 1.6% spread over the financial year. Therefore, the total rent that will be paid by tenants in 2022/23 will only increase by 3.1% compared to total rent paid in 2021/22. This is equal to the September 2021 inflation figure and a full percentage point below the limit of 4.1% set by government, balancing the reality of increasing costs with protecting household budgets. These proposals will mean that the rent increase for tenants in LBHF for 2022/23 will be lower than 23 other London Boroughs, equal with one and only more than one other Borough (based on information available from 26 Boroughs).
- 3.1.4 The current average weekly social rents after taken into account the proposed increase in November 2022 are estimated at £116 per week (substantially less than rents charged by non-local authority Registered Providers). Our rents continue to represent good value for money for tenants.

3.2 Service Charges

- 3.2.1 The current national policy guidance on tenant service charges is that these should be separated from rents and that the direct costs of these services together with reasonable overheads should be recovered through charges for these services. The Government's Policy Statement on Rents for Social Housing 2019 advises at 2.36 that (all) Registered Providers "should endeavour" to keep increases to service charges within the same limit that is set for annual rent increases, to help keep charges affordable.
- 3.2.2 The current methodology for the recovery of tenant service charges was approved by Cabinet in 2011. In summary, tenant service charges were fixed based on recorded levels of past expenditure and indexed for future years. Individual bills were to be based on the type of property (e.g. flat, maisonette, house), size (number of bedrooms) and location. The 2011 Cabinet report indicated (at 4.6) that a review would take place in three years' time to determine whether a move to variable service charges would be appropriate.
- 3.2.3 The 2011 Cabinet report indicated that tenant service charges would be inflated each year by RPI+0.5%. This has not been applied every year. The service charges have failed to keep up with the actual costs of delivering the services. A review of the Council's service charges has revealed a gap between the actual cost to the Council of delivering the services and the amount charged, in the region of £3.8m per annum. In other words, overall the Council is substantially undercharging tenants and leaseholders for the services provided, resulting in a significant drain on HRA income every year. It is proposed that the costs used to calculate the charges will be brought up to date to include all applicable service costs as set out in 3.2.4, and that the Council moves to a variable service charge, reflecting up to date actual costs. This is in line with the principle that each tenant should pay the landlord a fair proportion of the costs and in line with existing tenancy conditions.
- 3.2.4 The types of service charges, current average charges, estimated proposed average charges (from November 2022) and the estimated number of homes affected are set out in the table below. This reflects a full review of the cost base for services and modelling to apportion costs in line with tenancy and leaseholder agreements.

Service Charge	Average Current Charge	Average Increase to Cover Costs	Current Deficit	Number of Homes
	£pw	£pw	£m	
TV Aerials	0.14	0.05	0.02	6,105
Caretaking	4.19	1.77	1.33	13,280
CCTV	0.52	0.21	0.02	1,671
Communal Lighting/Electricity	1.14	1.22	0.46	13,967

Concierge	5.91	3.23	0.54	2,185
Controlled Access	0.48	0.37	0.28	11,501
Grounds Maintenance	1.02	0.54	0.42	13,058
Lifts	4.82	1.18	0.73	6,290
All	8.43	5.23	3.80	

3.2.5 The proposed changes will ensure that these services valued by tenants (and leaseholders) can continue to be provided whilst ensuring a fair and equitable framework across tenants who receive chargeable services. These charges are an average and tenants will be potentially paying less or more depending on the property type, size and location (these are exemplified in the Equalities Impact Assessment in Appendix 2). A cap or limit is not proposed on the potential higher range of increases as this would be inequitable representing a subsidy to some, not all, tenants and not properly targeted at those most in need. A potential cap may also be affected by Universal Credit considerations. Payment plans will be offered and financial support will be considered in cases of hardship (for example, from the Household Support Fund and Discretionary Housing Payments fund), where appropriate, to help mitigate the impact on those who may struggle to manage their budgets.

3.2.6 The change for leaseholder charges (moving to full recovery) will be for the full year for 2022/23 and charged in line with the leasehold agreements. Payment plans can be used to help mitigate the impact. The estimated bills for 2022/23 have already been sent to leaseholders and so the shortfall will be billed in September 2023 (for the actuals for 2022/23).

3.2.7 It is important that work continues with residents on discussing these services, establishing service standards, potential changes to delivery models and that real costs of these services are reflected in all future charges. These could potentially either decrease or increase depending on resident preferences and the required service standards.

3.3 Increasing rents and service charges mid-year

3.3.1 To officers' knowledge, the Council has not previously increased rents or service charges mid-year. Legal advice (see above) is to the effect that tenants have a legitimate expectation that rents and/or service charges will not be increased for a second time in one financial year. Therefore, Cabinet must decide whether there are overriding policy reasons which justify departing from this legitimate expectation. For the reasons set out in this report, officers consider that there are.

3.3.2 Hardship experienced by residents as a result of an unexpected increase in rent and service charges mid-year will be mitigated by offering flexible payment plans for service charges and financial support, where appropriate.

3.3.3 In addition, the same inflationary pressures in the wider economy that are putting significant pressure on the HRA are causing a drop in real incomes, which is affecting the Council's tenants in particular. However, as stated above, these

proposals will mean that the rent increase for tenants in LBHF for 2022/23 will be lower than 23 other London Boroughs, and our rents continue to represent good value for money. The increase in average service charges bills that will result from moving to variable service charges is a result of substantial undercharging in the past, which needs to be addressed going forward, and it is not possible to do so while pegging increases to the current levels of service charges. Support is available for those families who are struggling financially: see 6.2 below.

4. Analysis of Options

4.1 A number of options were considered in developing these proposals including:

- A rent change of 6.7% from 14 November (equivalent to 2.6% for the full year in 2022/23). This combined with the approved change of 1.5% from April 2022 would have resulted in an annual change of 4.1% (in line with the **national formula** of CPI+1%). This option is not being pursued in order to mitigate the impact on tenants' household finances.
- Phasing the implementation of the service charge changes for tenants in two stages (in November 2022 and April 2023). This option is also not being pursued as it will significantly reduce in year income, by £0.7m, the second increase would take place within five months of the first (therefore providing a limited benefit for tenants) and the move to full cost recovery would be complicated and compromised.
- Not to pursue both the rent and service charge proposals in 2022/23. This will mean that additional reserves of £2.45m will be needed in 2022/23 and so reducing those to less than £9m at the end of March 2023 (after taking into account pressures in 2022/23). This level of balances is considered as a minimum requirement (being 10% of annual income) given the high levels of inflation that will significantly increase operating costs. In addition, it will necessitate the reduction in spend on providing these services so that operating costs are recovered. This will be required to ensure that the concerns raised by our external auditors in the Annual Audit Report for 2020/21 on the need for a sustainable HRA strategy that would reduce the reliance on reserves can be complied with.
- Considering the implementation of charges to only recover the full cost from leaseholders in the interim. This option is not suggested as it will not fully protect services delivered to tenants and will be inequitable.

5. Reasons for Decision

5.1 The proposals set out in this report will ensure:

- that estate services provided and valued by tenants can continue to be available (these will continue to be reviewed with the engagement of tenants and any service changes either enhanced or reductions that are agreed with tenants will be reflected in all future service charges)

- a fair and equitable charging framework for tenants who receive chargeable services
- the financial resilience of the HRA will be strengthened (there will be adequate reserves and balances to mitigate against the potential effects of national public finance constraints and further austerity)
- it will improve the long-term sustainability of the 40 Year HRA Business Plan and allow the delivery of the Building Homes and Communities Programme and maintain the investment in the existing stock to ensure good property standards

6. Equality Implications

- 6.1 The provision of social housing is important for the residents, who include the most disadvantaged and economically vulnerable members of society, including many with protected characteristics. Tenants will be supported by the Council to maximise entitlement to financial welfare benefits and it is estimated that around 50% will be able to cover these additional costs through Housing Benefit and Universal Credit.
- 6.2 People with protected characteristics, including age, disability, gender, race and pregnancy are likely to be disproportionately affected by any measure that impacts on low-income families just above the level of eligibility for mainstream benefits. It is not possible or appropriate to set rent or service charges for tenants or leaseholders on the basis of protected characteristics. However, our rent and service charge collection system and the roll-out of these changes will work to identify and support those struggling to make ends meet, and this help will benefit those protected groups who are overrepresented within low-income families just above the level of eligibility to benefits. The available help includes the provision of support with money management, debt and arrears, flexible payment plans for service charges and referral to the wider and developing range of services that are available to help with wider related issues such fuel and food poverty and the cost of living crisis. Additional data on the impacts of the proposals in practice will be gathered and set out in future annual HRA Business Plan, Budget and Service reports as appropriate.
- 6.3 Rent increases will impact the household finances of tenants and leaseholders on low pay. For that reason, the administration limited rent increases in the annual financial plan. However, the significant increase in inflation, when combined with the other challenges to balancing the HRA, has necessitated the changes proposed in this report. The need to ensure the HRA budget is secure and available to deliver the essential services and improvements that are needed is a key means of supporting tenants.
- 6.4 The Equality Impact Assessment (EIA) is attached at Appendix 2.

7. Risk Management Implications

- 7.1. The proposals in this report are intended to provide some mitigation of the financial risks to the HRA to support its resilience and sustainability. Further

detailed mitigations and actions will be set out as necessary in the annual report to Cabinet on the HRA Business Plan and Budget (due February 2023) to further protect the long-term sustainability of the HRA.

- 7.2 Further risk management implications are contained within the Exempt Appendix 1.

Verified by: David Hughes, Director of Audit, Fraud, Risk and Insurance
Dated 23 September 2022

8. Climate and Ecological Emergency Implications

- 8.1 Much of our investment in making our stock more energy efficient is reliant on a sustainable HRA as this supports the funding of interest costs on any borrowing that is undertaken for investment in improvements. Further details will be set out as necessary in the annual report to Cabinet on the HRA Business Plan and Budget (due February 2023).

Verified by: Hinesh Mehta, Strategic Lead – Climate Emergency
Dated: 25th August 2022

9. Local Economy and Social Value

- 9.1 The implementation of these proposals will ensure valuable services are delivered for residents, allow the continuation of investment plans in existing homes and building of new social and affordable homes, as well as promote the HRA's long-term sustainability. This will have major long term strategic and economic benefits for tenants. Further details will be set out as necessary in the annual report to Cabinet on the HRA Business Plan and Budget (due February 2023).

10 Tenant Engagement

- 10.1 The tenants and leaseholders will continue to be engaged in the provision and development of housing services. A meeting of the Tenants and Residents Association took place in September 2022 to engage with residents on these proposals and this will be continued as the budget proposals for 2023/24 are developed.
- 10.2 Additional supporting communications will also be put in place. This will provide for awareness raising of the prospective changes and the support that is on offer through and four weeks' notice on the proposed changes. The process will focus on and work to identify those residents that are most in need and most affected by the cost of living crisis i.e. those on low and moderate incomes that do not qualify for Housing Benefit or universal credit and/or in significant arrears/debt.

LIST OF APPENDICES

Appendix 1 - Supplementary Risk Management Implications (**Exempt Appendix**)
Appendix 2 - Equality Impact Assessment

Appendix 2 - H&F Equality Impact Analysis 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:

- 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	22/23 Proposed changes take effect from Q3
Name and details of policy, strategy, function, project, activity, or programme	<p>Title of EIA: Introduction of planned rent and service charge increases in 22/3</p> <p>Short summary: This report sets out the proposed plan for the introduction of a second increase to Council tenants' rents and a move to full cost recovery of charges for services for both tenants and leaseholders.</p> <p>Planned changes:</p> <ul style="list-style-type: none"> • A supplementary rent increase of 4.1% from 14th November 2022 is proposed (this is equivalent to 1.6% if this was implemented from April 2022). Therefore, the total rent that will be paid by tenants in 2022/23 will only increase by 3.1% compared to total rent paid in 2021/22. This is equal to the September 2021 inflation figure and a full percentage point below the limit of 4.1%, balancing the reality of increasing costs with protecting household budgets. These proposals will mean that the rent increase for tenants in LBHF for 2022/23 will be lower than all but one other London Borough (based on information available from 26 Boroughs). • A shift to full cost recovery for services paid for through charges for all tenants and leaseholders from the same time. • For tenants, the new service charges will apply from 14th November 2022. For leaseholders, the charges will apply in line with the differing system for charging and collecting that runs on a year in arrears basis with charges for 21/22 only being confirmed and collected for from September 22. <p>A second in-year rent increase is an unprecedented step, and the charge remodelling addresses a failure to recover over £5m of costs annually. These changes are necessary; to balance the HRA taking into account further increasing inflation, eliminate dependency on falling reserves; protect both day to day service delivery and delivery of major improvement programmes and because deference to cost modelling for charged for services that was established in 2012 puts the Council at both financial and legal risk.</p> <p>The HRA Business Plan allows for the on-going investment in services which directly support residents in living healthy and independent lives. In particular, the provision for aids and adaptations to tenanted accommodation.</p>

Wider context of these planned changes:

Whilst the plan is focused on looking at the direct impact of the changes on tenants and leaseholders that will be most affected, equality impact is considered within the wider context of how housing and cost of living challenges are impacting across the borough.

General affordability of rents and charges:

- Council tenants enjoy the very lowest cost rents that are genuinely affordable. Housing benefit and universal credit will cover these costs for residents who are eligible for them including the planned increases in both rents and charges. Just over 50% of Council tenants are in receipt of these benefits.
- Residents in much higher cost private sector housing on benefits (where the cap for what is catered for is exceeded) and lower incomes will be much more challenged. In London, which temporarily fell out of favour with renters earlier on in the pandemic, the average asking rent to hit a record £2,193 a month – up 14.3%, or £274, on a year ago.
- Leaseholders are property owners, many of whom have benefited from a substantial discount under the right to buy system. As properties have changed hands a significant proportion are now rented out privately. These homeowners and landlords will be accustomed to paying for a range of costs for the maintenance and upkeep of their properties and should understand that leasehold charges will vary and may increase more in particular years. Most leaseholders have in fact enjoyed a substantial subsidy on charges that has been catered for through HRA reserves that have largely been accrued through the rental income provided by tenants.

Protection through access to benefits:

The Government's programme of Welfare Reform will impact on some tenants in terms of affecting their ability to pay rent (that includes provision for service charges). All new benefit claims are subject to Universal Credit and all existing claims are currently subject to a migration process to Universal Credit that is anticipated to be completed by December 2023.

- the overall benefit cap restricts the total value of packages of benefits to tenants, and the increase in rent will result in an additional impact but this will depend on the level of benefits and other income received; where tenants qualify for all or most of their rent and service charges they will not be directly impacted
- direct payment of benefits to social housing tenants as part of Universal Credit may result in an increase in rent arrears, and again the increase in rent will result in an additional impact

The Council is not in control of any potential changes outside its decision-making remit, therefore this EIA deals with analysing the equalities impact on tenants resulting from the rent and tenant service charges increase and how this impact can be managed within this wider context.

There are no impacts on existing staff because of this project.

Understanding of who will be most affected:

For most tenants and leaseholders, the planned increases to rents and charges will be modest. However, for tenants that are just about managing or already having difficulty covering essential living costs and are not protected through benefits even small amounts will be detrimental.

For a significant minority, the increases will be significantly more (see appendix 1). This will mainly be associated with property size; some tenants have been identified that were not brought into the charging system and because of an improved costing based that more accurately allocates costs by estate or block.

Tenants on low incomes that are just outside of eligibility for benefits that will cater for the increased costs will be most impacted. These residents will mostly be living in relative poverty and may well be experiencing absolute poverty. They will already be struggling to make ends meet and any increase, but particularly one of the higher levels, will be a hammer blow to deal with on top of the increase in energy and food costs and wider inflationary pressures. Some will have tipped into the highly stressful position of having to make the most difficult of choices to survive. There will be a level of debt, vulnerability to high- cost credit including loan sharks and recourse to various survival tactics including off the system working that comes with exploitation. Children and young people from families in this situation are likely to be significantly impacted with the stress, shame and fear associated with living on the breadline significantly impacting on their health, well-being, and life chances. Some parents may decide that they would be better off staying on or moving onto benefits than staying in low paid work, a survival tactic for the here and now that may lead to an entrenched poverty trap.

Leaseholders that just about managed to secure the finances to buy and meet mortgage payments may also be significantly affected, particularly those that have become unemployed or have had to take lower paid work. Some may have started to fall behind with mortgage payments, a situation that will increase with continuing rises in interest rates. Some may even be on a trajectory for losing their homes with the unethical prospect of their mortgage costs being far lower than housing costs following homelessness.

Who will be negatively impacted:

The challenges of lower income living relate to **all resident groups and all protected equalities characteristics**.

However, based on available information we understand there will be an increased level of impact from these charges in relation to.

- Age (linked to those only on state pensions and where access to additional benefits does not cover the increases)
- Disabilities (linked to barriers to employment, particularly higher paid employment, and costs to manage disabilities that are not covered through access to associated specific benefits)
- Gender reassignment due to high levels of discrimination in the workplace and associated impact on employment and income levels
- Race associated with the strong relationship between lower incomes and poverty and many minorities' groups
- Pregnancy and maternity associated with disruption to earning potential and childcare costs that are not covered by employee benefits or government provisions

Generally, levels of need and key protected characteristics will be higher across tenants than the wider borough population as there is a strong relationship with priority needs that qualify for statutory assistance with housing and allocations.

There have been 13 rent arrears related eviction proceedings since 2019 – the profile by age, ethnicity and gender has been requested. The small number reflects the strong approach to prevention and support of this most serious consequence of rent arrears.

Overview of support that will be provided

H&F have good money and debt advice provisions for tenants that are proactively promoted at the first sign of rent arrears. This includes the ability to agree a Discretionary Housing Payment (DHP) and/or debt management plan.

Increasing demand for DHP payments this year means that the allocated government funding of £583k is rapidly

moving toward being fully committed. This funding has been reduced at a time of greater need. As a result, additional funding will need to be secured through local provisions and/or appeal to Government to cater for tenants that need direct financial assistance to deal with the increases.

The existing range of flexible payment plans to help leaseholders that are challenged to pay charges and deal with increases will cater for the support that is required. This includes the ability to spread increases over an agreed time period. Homelessness prevention support will continue to be provided for any leaseholders that are at risk of losing their homes due to mortgage arrears.

The specific provisions noted will need to be enhanced to cater for the significantly increased level of support that is needed.

The approach will be targeted at those that are most challenged to manage the increases whilst paying for essentials. It will be two-fold.

– to provide here and now support - including options for mitigating the impact of the changes and wider provisions to respond to rent and service charge affordability

- to provide advice and resources to help resolve a resident's experiencing an acute cost of living crisis whereby their disposable house-hold income is insufficient to provide for essentials

There is a rapidly developing corporate strategy and service offer to help residents at the sharpest end of the cost-of-living crisis, but it is not yet fully formed. The wider support offer will need to be part of the plan for managing adverse impact.

The project management team are now in the process setting out plans for dealing with the anticipated volume of queries, level of case work and in particular, demand for DHP support that will be required to manage the impact and our commitment to managing it.

Messaging and communications will be key.

We will communicate the rent and charge increases within the context of a strong messages that support is available for those that need it. The key messages will include:

- 'Please talk to us if you are struggling, if you cannot make ends meet, we care and we are here to help you'
- 'We can offer practical ways for you to manage these rent and charge increases'
- 'We can also help you with a range of wider range of services and support around debt, food, fuel bills and taking

	care of yourself and your children'
Lead Officer	Name: Martin Calleja Position: Rent and Charges Project Manager Email: martin.calleja@bhf.gov.uk Telephone No: 07375057705
Date of completion of final EIA	15 th August 2022

Section 02	Scoping of Full EIA
Plan for completion	<p>Timing:</p> <p>Design and costing of support solutions plan for the project is 31.8.22</p> <p>Support solutions to be put online in tandem with planned date for notices of changes 17.10.22</p> <p>Resources: the main additional resources that will need to be catered for is.</p> <ul style="list-style-type: none"> • the additional level of DHP support to tenants • case work for households that cannot meet essential weekly living costs
Analyse the impact of the policy, strategy, function, project, activity, or programme	<p>The principal impact of the report arises from.</p> <p>the application of the second rent increase to all tenants (11,890 tenancies) which will mean an average total impact of £3 per week or £156 per week</p> <p>the application of full cost recovery to all tenants and leaseholders (4,300 leasehold agreements) that will mean an average increase of £5 per week for tenants or £260 per year and £4 for leaseholders or £208 per year. However, a significant minority of tenants and leaseholders will need to deal with a much more significant increase associated with levels of undercharging and the legitimate additional costs associated with particular estates and blocks (see appendix 1).</p> <p>Detailed profiling on the increases is set out in Appendix 1. As noted, support will be targeted at those who have notice of the biggest increases including tenants not protected by associated increases to benefits.</p>

The rent and charge increases will affect tenants on full, partial or no Housing Benefit ('HB') in different ways and information regarding the numbers affected and the new amounts that tenants would be required to pay is included in section 03 of this EIA. Equality data is not available across all protected groups for full, partial or no HB. The information that the council does have, is included at section 03, and used where applicable in the analysis further below.

Households on full HB will not be affected by the rent or charge increase because it is within the HB rent payment. The impact on these households' disposable income will be **neutral** in such cases, although the increase may be a disincentive to stay in or take up work.

There will be a shortfall if those households are under occupying, i.e., they have more bedrooms than they need or if a household is impacted by the benefit cap, regardless of whether the Council were to implement a rent increase. This applies to all protected groups (although some disabled people may have different circumstances if a room is required for their carer, see below) and as such would result in a **negative** impact. For the avoidance of doubt, this analysis applies to all protected groups and is not included in the analysis for this reason.

Several general mitigating actions are in place to enable tenants to manage the impact of the rent and charge increase. In addition to the availability of Housing Benefit to meet the increase, these include the provision of Discretionary Housing Payments (DHP) to assist tenants in managing any arrears; incentive payments to tenants willing to downsize; the availability of housing occupancy officers to support tenants in progressing moves to smaller properties and in minimising the need for evictions; and the supply of smaller properties within the housing stock to enable moves to more appropriately sized accommodation.

As noted, there is an urgent need to review DHP payment provisions that will not be able to cater for the targeted support that will be needed for tenants.

For leaseholders, a range of flexible payment plans, including the option of spreading charges and increases over time are available.

Counsel have advised that we cannot vary rents or charges or provide a direct subsidy e.g., a cap on charge increases or a targeted reduction based on a particular characteristic. This would open us up for a successful challenge to provide it across the piece. It would also be a blunt approach that would reduce badly needed income and lack sensitivity to where there is greatest impact.

	Protected characteristic	Analysis	Impact:
	Age	<p>Tenants of all age groups not in receipt of HB will be impacted by the increase. Those in this group are likely to be in full-time work. This will impact a total of 6,941 tenancies. Age data is not available for these tenancies, therefore, it is not possible to determine the impact, although it is likely that paying more rent will be a negative impact. The Council has put in place mitigating actions, and these include the provision of DHP, assisting tenants in moving to smaller properties including incentive payments to under occupying tenants who downsize and managing down any arrears. The report sets out the challenging financial situation and the need to reduce spend as well as increase rents to fund the financial plan.</p> <p>Tenants of all age groups on partial HB will be impacted and this group totals 1,843 tenancies. Those in this group are likely to be of working age, in part-time or low paid work. It is likely that the increase in rent and charges will be negative for most of this group unless they are able to increase their income, but this will depend on the exact benefits that they (and their partners, if they have a partner) receive. The Council has put in place mitigating actions, and these include the provision of DHP, assisting tenants in moving to smaller properties including incentive payments to under occupying tenants who downsize and managing down any arrears. The report sets out the challenging financial situation and the need to reduce spend as well as increase rents to fund the financial plan.</p> <p>Tenants of all age groups on full HB will be impacted and this group totals 3,019 tenancies. Those in this group are likely to be of working age, in part-time or low paid work. It is likely that the increase in rent will be neutral for this group, but this will depend on the exact benefits that they (and their partners, if they have a partner) receive. The Council has put in place mitigating actions, and these include the provision of DHP, assisting tenants in moving to smaller properties including incentive payments to under occupying tenants who downsize and managing down any arrears. The report sets out the challenging financial situation and the need to reduce spend as well as increase rents to fund the financial plan.</p> <p>Older tenants on a minimum state pension and are whom not eligible for additional benefits that will cover the increases will be adversely affected. The</p>	Overall negative

		<p>impact of poverty and making choices to reduce fuel and food costs are even more significant in later life. Age Concern UK have documented a precedence of emotional barriers to sorting out and managing finances in later life. The impact of the notice of the increases of mental health and well-being should not be underestimated.</p>	
	Disability	<p>The employment rate for disabled people in London stands at 46.5% most of whom will be in receipt of Housing Benefit. Disabled tenants not in receipt of HB will be impacted by the increase.</p> <p>Those in this group are likely to be in full-time work; exact numbers are not known including understanding of income levels are not known. Those on lower income levels may not qualify for any specific disability related benefits to cover costs associated with their disability so rent and charge increases will impact adversely</p> <p>Disabled tenants on partial HB where the claimant or partner is in receipt of a disability benefit/allowance/award/carers premium will be impacted and those in this group are likely to be of working age, in part-time or low paid work. It is likely that the increase in rent will be negative for most of this group unless they are able to increase their income, but this will depend on the exact benefits that they (and their partners, if they have a partner) receive.</p> <p>The Council plans to mitigate against the impact by providing DHP in the event of difficulties experienced in allocating a suitable alternative property; enabling moves through providing incentive payments of up to £2,000 per room given up; and making available smaller properties to accommodate any required moves. Officers are updating records of the number of disabled tenants that are residing in Council dwellings so that targeted support can continue to be provided. The report sets out the challenging financial situation and the need to reduce spend as well as increase rents to fund the financial plan.</p> <p>The impact upon households on full HB where the claimant or partner is in receipt of a disability benefit/allowance/award/carers premium will be neutral, unless the increase in rent takes them above the overall benefit cap. There will be a shortfall if those households are of working age and under occupying, i.e.,</p>	Overall negative

		<p>they have more bedrooms than they need; if their package of benefits is reduced by the overall benefit cap resulting in a shortfall in meeting the weekly rent required; or because of the impact of direct payments, if the council were to implement a rent increase or not. For disabled people who need an extra room for a personal assistant / carer, an increase where they cannot meet the shortfall would result in a negative impact, but it is not possible to be precise about this.</p> <p>For all disabled tenants, the Council will have housing officers on hand to help tenants with moving, to lessen the effects of any move.</p> <p>The Council has undertaken to interview under-occupying tenants as part of providing a package of support to enable tenants to downsize. Although it is not possible to determine the impact exactly, it is likely that paying more rent will be a negative impact. In addition, consideration should be given to those tenants with an adaptation to their dwelling or where they need to be near health services. Again, it is not possible to ascertain the exact number of such cases.</p> <p>The Council plans to mitigate against the impact by providing DHP in the event of difficulties experienced in allocating a suitable alternative property; enabling moves through providing incentive payments of up to £2,000 per room given up; and making available smaller properties including sheltered accommodation (which may be closer to health services) to accommodate any required moves. Additionally, Disabled Facilities Grant (DFG) could in some cases be applied for by tenants requiring an adaptation to their dwelling, with the cost of any adaptation potentially being funded directly from the Housing Revenue Account where DFG funding bids are unsuccessful. Officers are updating records of the number of disabled tenants that are residing in Council dwellings and are being impacted by overall benefit cap so that targeted support can be provided. The Council has made available DHP for those that meet the award criteria. The report sets out the challenging financial situation and the need to reduce spend as well as increase rents to fund the financial plan.</p>	
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	Gender reassignment	<p>There is no data available on those with this protected characteristic as our tenants. However, it is likely that those who have transitioned, or who are transitioning, and who are unable to pay the increase in rent (whether on full, partial HB or no HB) will be negatively affected by the change. The impact will be greater for those in larger properties but for all tenants the impact will be negative.</p> <p>The Council can mitigate the effects of this disruption through the provision of DHP. The Council has housing officers on hand to help people with this protected characteristic with moving, to lessen the effects of the move.</p> <p>National and global research all point to transgender workers facing discrimination, despite the fact it is unlawful. Trans people have high levels of unemployment and self-employment. For those who are employed, incomes are well below the average.</p> <p>https://www.unison.org.uk/content/uploads/2015/05/TowebTransgender-workers-rights.pdf</p>	Overall negative
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	Marriage and Civil Partnership	The Council is not offering a service in a different way to married people or to civil partners and so this protected characteristic is not applicable to this analysis.	
	Pregnancy and maternity	<p>There is no data available on those with this protected characteristic. However, it is likely that women who are pregnant or who are on maternity leave, and who are unable to pay the increase in rent (whether on partial HB or no HB) will be negatively affected by the change.</p> <p>Pregnancy, maternity, and childcare beyond will impact on earning potential for many women and could bring them into a challenged income position.</p> <p>The Council can mitigate the effects of this disruption through the provision of DHP, which, if necessary, can cover the period pending a move. The Council will have housing officers on hand to help people with this protected characteristic with moving, to lessen the effects of the move.</p>	Overall negative
	Race	<p>The available data in section 03 does not give a breakdown by ethnicity of those on no, partial, or full HB. A recent review of the race profile of one of the Council's housing estates shows little variance with the race profile of the borough.</p> <p>The relationship between race, ethnicity and incomes is complex but broadly minority groups are significantly more likely to be unemployed, on lower incomes and living in poverty. They are more likely to be the sharp end of the cost-of-living crisis and therefore affected by even smaller increases if they are not covered by benefits</p> <p>It is not possible to mitigate the effects of this potential disruption as it would be unlawful to exempt one racial group from the extra cost per week. The Council has housing officers on hand to help people with this protected characteristic with moving, to lessen the effects of the move.</p>	Overall negative
	Religion/belief (including non-belief)	There is limited data available on those with this protected characteristic as our tenants. Very few residents have chosen to share their religious belief details, less than 10% across the housing stock.	Likely negative

		<p>However, it is likely that those of any religion or belief group who are unable to pay the increase in rent (whether on full, partial HB or no HB) will be negatively affected by the change.</p> <p>It is not possible to mitigate the effects of this disruption as it would be unlawful to exempt one religious' group from the extra cost per week.</p>	
	Sex	<p>There is no data available on men and women as our tenants. However, it is likely that men and women who are unable to pay the increase in rent (whether on full, partial HB or no HB) will be negatively affected by the change.</p> <p>Further lower income challenges are more likely to be associated with single parent households the majority of whom are mothers - particularly where there are several children and/or they are in younger age range making access to full time work a challenge.</p> <p>In certain cases, such as those involving domestic violence, the Council will mitigate the effects of this disruption via the provision of DHP on a case-by-case basis. It is expected that the impact of the rent increase will be greater for women than men. Further, where tenants are under-occupying, support will be available through incentive payments of up to £2,000 per room given up and the supply of smaller properties. The Council has two housing officers on hand to help people with this protected characteristic with moving.</p>	Overall negative
	Sexual Orientation	<p>National data around sexuality and income is only emerging and there is no local</p> <p>Although very limited data is available there is no disproportionate impact identified. Equality and Human Rights Commission guidance on this protected characteristic is to collect data where relevant. Sexuality is not relevant to most of housing services except for tackling harassment.</p> <p>However, it is likely that those of any sexual orientation who are unable to pay the increase in rent (whether on full, partial HB or no HB) will be negatively affected by the change.</p> <p>It is not possible to mitigate the effects of this disruption as it would be unlawful to exempt one group with a particular sexual orientation from another from the extra cost per week. The Council will have housing officers on hand to help</p>	Likely neutral

	people with this protected characteristic with moving.	
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Human Rights or Children's Rights

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

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

Yes

This may affect Article 8: Right to respect for family life, which may be relevant to families and foster carers with children, as well as to those who are under occupying and who are impacted by the increase in rent and the change in size criteria. However, this is a qualified right and can be interfered with if the Council considers that it is a proportionate means of achieving a legitimate aim.

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

Yes. For children who are fostered or looked after, this may affect the right to live in a family environment or alternative care. It is not possible to mitigate the effects of this disruption as the Council cannot afford to top up the outstanding rent payable. The report sets out the difficult financial situation and the need to reduce spending as well as increase the rents. However, the Council will have housing officers on hand to help people with this protected characteristic with moving if necessary.

Section 03	Analysis of relevant data Examples of data can range from census data to customer satisfaction surveys. Data should involve specialist data and information and where possible, be disaggregated by different equality strands.
Documents and data reviewed	There is limited data on needs, income, poverty and inequalities of tenants and leaseholders across the Council's estates
New research	The above should be addressed including consideration of a Joint Strategic Needs Assessment of estates-based needs.

Section 04	Consultation
Consultation	<p>Consultation for these changes is limited to the provision of information and notice. Management of the HRA budget generally and specifically with regards to rent setting and management of the charged for service portfolio has not been co-produced with tenants and leaseholders to date. During the summer consultations on some specific elements of the later area have been facilitated e.g., considering options for concierge services in specific blocks and are feeding into the charge review process. A commitment to address the need for greater co-production of financial management of the HRA will be a part of the communications for these changes but the financial imperative means we cannot consult of the decision.</p> <p>Established HRA and Leaseholder engagement forums will be consulted with of the changes in early September within the above noted context</p>
Analysis of consultation outcomes	To follow the above noted key events

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

Section 06	Reducing any adverse impacts and recommendations
Outcome of Analysis	<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>

Section 07	Action Plan					
Action Plan	Note: You will only need to use this section if you have identified actions as a result of your analysis					
	Issue identified	Action (s) to be taken	When	Lead officer and department	Expected outcome	Date added to business/service plan
	<p>Affordability of service charge increases for leaseholders who tip into struggling to meet essential living costs including those related to their disability</p> <p>Wider group of leaseholders in this position due to wider cost of living pressures and/or changes to employment position</p>	<p>Market and if required enhance existing payment plan options. Target households in arrears with charges.</p> <p>Provide wider cost of living and homelessness prevention support</p>	<p>To be on-line for 17th October 2022</p>	<p>Stephen Fitzgerald, Senior Service Charge Accountant (Leaseholders - Finance)</p> <p>Martin Calleja, Rent and Charges Project Manager, Economy</p>	<p>Negative Impact alleviated</p> <p>Viable household budget and support to pay for essentials is facilitated to avoid absolute poverty and/or home repossession</p>	<p>This work is within the project plan for these changes</p>
	<p>Affordability of rent and service charge increases not protected by associated increases in benefits who tip into struggling to meet essential living costs</p>	<p>Market and enhance existing support and rent account management options. Target households in arrears with charges.</p>	<p>To be on-line for 17th October 2022</p>	<p>Paul Hayward Head of Rental Income</p>	<p>Negative Impact alleviated</p>	<p>As above</p>

	including those related to their disability.	Urgently review DHP provisions		Sukvinder Kalsi Director of Finance and Martin Calleja, Rent and Charges Project Manager, Economy	Viable household budget and support to pay for essentials is facilitated to avoid absolute poverty and/or arrears related eviction	
	Wider group of tenants in this position due to wider cost of living pressures and/or changes to employment position	Provide wider cost of living and homelessness prevention support				
	Tenants and leaseholders particularly older people that are anxious and stressed about the notified changes	As above Housing and Estate managers to use intelligence of households to undertake targeted home visits	To be on-line for 17 th October 2022		TBC	As above

Section 08	Agreement, publication, and monitoring
Senior Managers' sign-off	Name: Mark Meehan Position: Chief Housing Officer Email: Mark.Meehan@lbhf.gov.uk Telephone No: Considered at relevant DMT: Housing DMT 15.8.22
Key Decision Report (If relevant)	Date of report to Cabinet/Cllr Umeh, Lead Member Housing and Homelessness : 10.10.22 Key equalities issues have been included: Yes
Equalities Advice (where involved)	N/A

Appendix 1

To note:

Range of increases following proposed second rent (£) increase:

Range of increases (£pw)	No of Bedrooms							Total
	0	1	2	3	4	5	6	
Less than £1	39	198	114	55	23	0	1	430
Between £2 and £3	358	964	344	36	0	0	0	1,702
Between £3 and £4	159	2,336	3,115	1,136	27	0	0	6,773
Between £4 and £5	2	687	404	1,069	398	20	1	2,581
Between £5 and £6	0	15	19	76	322	54	9	495
Between £6 and £7	0	0	5	0	5	2	3	15
£9 or above	0	0	0	0	4	0	0	4
Total	558	4,200	4,001	2,372	779	76	14	12,000

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Note:

- the "£9 or above" increases apply to a small number of homes where the rent is much higher (c£300-£350 pw). This has resulted from tenancies which commenced some years ago when the Conservation Administration implemented a different rent policy to the one we follow now.
- Validation and management work is taking place across all outlier high increase variations (across rent and charges increases)

Variation in service charge increases – tenants

- Validation work on the highest increases is taking place.
- Higher increases reflect a combination of factors including; higher levels of historical under charging, property size and estates and blocks with high cost service elements e.g. concierge, large areas of grounds

Bin Name	Both	Curr Only	New Only	Total
£20-£21	44		1	45
£19-£20	20			20
£18-£19	112		1	113
£17-£18	52		2	54
£16-£17	23		1	24
£15-£16	155			155
£14-£15	58			58
£13-£14	197			197
£12-£13	131			131
£11-£12	348		1	349
£10-£11	280			280
£9-£10	403		3	406
£8-£9	459		12	471
£7-£8	615		115	730
£6-£7	782		158	940
£5-£6	897		36	933
£4-£5	1,035		3	1,038
£3-£4	1,038		6	1,044
£2-£3	1,260		23	1,283
£1-£2	1,108		96	1,204
£0-£1	771		573	1,344
	1			1
£-1-£0	217	24		241
£-2-£-1	145	12		157
£-3-£-2	23	1		24
£-4-£-3	23	2		25
£-5-£-4	12			12
£-6-£-5	3			3
Total	10,213	43	1,031	11,287

Variation in service charge increases – leaseholders

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Bin Name	Both	Curr Only	New Only	Total
£20-£21	6			6
£19-£20	5			5
£18-£19	5			5
£17-£18	4			4
£16-£17	9			9
£15-£16	3		2	5
£14-£15	3		1	4
£13-£14	3			3
£12-£13	7			7
£11-£12	4			4
£10-£11	91			91
£9-£10	32			32
£8-£9	59			59
£7-£8	139			139
£6-£7	212		1	213
£5-£6	206		2	208
£4-£5	372		1	373
£3-£4	590			590
£2-£3	658		2	660
£1-£2	745		2	747
£0-£1	1,001		30	1,031
£-1-£0	236	3		239
£-2-£-1	34	1		35
£-3-£-2	27			27
£-4-£-3	7			7
£-5-£-4	6			6
£-6-£-5	2			2
Total	4,466	4	41	4,511

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 10/10/2022

Subject: White City Central area - Construction of New Affordable Homes and Community Facilities

Report of: Cabinet Member for the Economy - Councillor Andrew Jones

Report author: Niral Patel, Senior Development Manager

Responsible Director: Jon Pickstone, Strategic Director for the Economy

SUMMARY

This report concerns the proposed development of the site known as White City Central area ("Site").

Following extensive public consultation with the White City Estate Residents Advisory Panel (WCERAP), community stakeholders, and operators, the proposed development ("Development") will provide 268 homes of which at least 134 (50%) will be affordable, along with the reprovision of nursery and community facilities. A planning application for the scheme is scheduled for submission in late 2022.

This report seeks approval of a procurement strategy for a principal construction contractor, along with other recommendations that will enable the construction of the development.

A further governance report will be produced upon completion of the procurement process which will inform the council of the likely cost of the project, this prudent approach is being adopted in response to the current economic conditions.

RECOMMENDATIONS

1. That Appendix 6 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. To approve the Procurement Strategy, as set out in Appendix 1, to procure a construction contractor on a design and build basis for the Development via an established and independent framework, that is independent from any of the contractors, in accordance with Public Contracts Regulations 2015.

3. To delegate authority to the Strategic Head of Regeneration & Development, in consultation with the Director of Finance, to take any necessary steps to resolve matters arising from the grant of planning permission, including the authority to enter into any associated legal agreements arising from the delivery of the development and enabling deeds and agreements with statutory utility providers and third parties including the surrender and re-grant of a lease on existing sub-station, highways agreements, the granting of a new lease and any necessary appropriation of land which is surplus to requirements to expedite and secure the best use of the land.
4. To delegate authority to the Strategic Director for the Economy, in consultation with the Director of Resources, to progress the appropriation of the Site for planning purposes and the use of powers under Section 203 of the Housing and Planning Act 2016 in order to authorise any interference with easements, covenants and other rights in respect of the Site including authorisation to take all necessary steps required in relation to any associated claims, settlements and legal agreements so as to enable the Development of the Site.
5. To carefully considers the responses to consultation undertaken by the Council under Section 105 of the Housing Act 1985 in relation to the Development. The Section 105 consultation process will be completed by early 2023.

Wards Affected: White City

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The Development of the site will bring about measurable local benefits, including realisable benefits during the construction stage where contractors, under the council's procurement policy, will be incentivised to provide Social Value that is aligned to the council's strategies such as the Industrial Strategy.
Creating a compassionate council	The Development will help to meet the acute need for affordable housing in the locality as well as the wider borough with the provision of 134 affordable homes. The construction contractor will also be required to engage in comprehensive public consultation on all aspects of its work to mitigate any short-term impact on local residents. The contractor will be required to not arrange deliveries to or from the site during school drop-offs and pickups, as well as restricting the use of residential roads around the site for traffic to and from the site.
Doing things with residents, not to them	The construction contractor will be required to work in accordance with council's values of doing things with residents, not to them, throughout all Development stages. Residents will be involved in the appointment of the

	contractor and consulted during further detailed designs
Being ruthlessly financially efficient	Selection of the construction contractor through a robust procurement process will ensure that the project has the best possible chance to deliver high-quality residential homes that are developed to sustainable standards, above current building regulations, through the use of external funding and incorporation of private sale homes, demonstrating the ruthless financial efficiency of the Development while maximising the number and sizes of affordable homes.
Taking pride in H&F	The aim of the Development is to create a lasting and positive legacy through well-designed blocks, re-provision of community facilities and the nursery, while meeting both the climate challenge and the acute need for affordable housing in the borough.
Rising to the challenge of the climate and ecological emergency	The Development will deliver highly sustainable homes that achieve high levels of energy efficiency and are fossil-fuel free, and so help create and sustain a low carbon community and neighbourhood. It is estimated that the scheme will result in a 60% reduction in carbon

Financial Impact

The financial implications regarding the procurement strategy are set out in Appendix 1.

The financial implications on other recommendations will be provided in the future decision reports as and when approvals are requested to use the delegations, which are subject to the project approval by Full Council.

Implications completed by Andrew Lord Head of finance – strategic planning & Investment, 16 May 2022

Verified by: Sukvinder Kalsi, Director of Finance, 26 August 2022

Legal Implications

The Council has a legal duty under section 105 of the Housing Act 1985 to consult with secure tenants where the changes are likely to substantially affect them, the consultation will be carried out to enable the responses to be considered prior to making a decision on the recommendations in this report. The consultation process has been summarised in [Appendix 5].

In making its decision the Council must ensure that it complies with its public sector equality duty contained in section 149 of the Equalities Act 2010 which requires the

Council to have regard to equalities duties when making decisions and exercising its functions. The protected characteristics are as follows:

- Age
- Disability
- Gender reassignment
- Marriage or civil partnership
- Pregnancy and maternity
- Race religion or belief
- Sex
- Sexual orientation

An Equalities Impact Assessment has been carried out for consideration prior to making any decision [appendix 4], the assessment provides evidence that the Council has complied with its statutory duties prescribed in the Act.

Recommendation 3 seeks endorsement of the submitted planning application. Section 316 of the Town and Country Planning Act 1990 provides authority for the Council to submit a planning application on the land of an interested planning authority subject to compliance with the normal planning application submission and determination procedure. Any application must be determined in accordance with the statutory tests and in accordance with development plan unless material considerations indicate otherwise. The planning application for this site has yet to be determined and delivery of the scheme will be contingent on the grant of a planning permission within the necessary timescales in order to comply with grant funding requirements.

The Council will be required to enter into legally binding agreements and commitments on behalf of the Council to facilitate the delivery of this Site including planning agreements, leases, a highways stopping-up order to extinguish any highways rights, agreements with statutory utility providers and third parties including the surrender and re-grant of a lease on existing sub-station and the granting of a new lease as well as discharging conditions and the authority to negotiate and enter into those agreements will be delegated to Council officers.

The Council has the power under section 122 of the Local Government Act 1972 to appropriate land which is within the Council's ownership for a relevant statutory purpose, the Council may seek to appropriate land under section 226 of the Town and Country Planning Act 1990 for planning purposes. The Council has a general power of disposal under Section 123 of the Local Government Act 1972 which states that a principal council may dispose of land held by them in any manner they wish. Except with the consent of the Secretary of State, a council shall not dispose of land under this section, otherwise than by way of a short tenancy, for a consideration less than the best that can reasonably be obtained. Any disposals of land will be subject to future approvals.

The re-provision of the playing fields will require Secretary of State consent under Section 77 of the School Playing Fields General Disposal and Change of Use Consent (No5) 2014 Schedule any disposal of the former maintained nursery school will require consent under Schedule 1 of the Academies Act 2010 prior to any disposal.

Recommendation 4 seeks authority to take steps to resolve ancillary matters including those arising from the grant of planning permission for the Development. This recommendation includes authorisation to appropriate land which is surplus to requirements. This is separate to the authorisation of appropriation conferred by recommendation 5, as this may be required to enable the delivery of highway infrastructure or otherwise facilitate the redevelopment as well as including the power to enter into legal agreements including leases.

Recommendation 5 seeks authority for the Council to exercise its powers under Section 203 of the Housing and Planning Act 2016 in this case by way of officer delegation subject to compliance with the statutory tests and if necessary, in order to override any easements or interests in the land where the land has been appropriated for planning purposes and this will be subject to the payment of any necessary compensation.

Any exercise of powers under Section 203 of the Housing and Planning Act 2016 will require a further approval pursuant to the delegation. At that stage, the Council acting through that delegation will give further and full consideration to exercising the legal powers available to (i) appropriate land and (ii) override third party rights as required

The use of these powers creates an interference with private property rights. The constitution states that the use of CPO powers for planning purposes are exercised by the Cabinet Member for the Economy and the Cabinet Member for Environment. Recommendation 5 relates to the exercise of section 203 powers and officers will have the delegated authority as necessary to take all steps to progress and exercise powers under Section 203. Prior to any delegated decision being taken officers have a legal duty to prepare and consider an Equality Impact Assessment and address Human Rights impacts of those persons who are affected. The legal process has been addressed in Appendix 2 of the report.

Jane Astbury Chief Solicitor (Planning and Property) 13 May 2022

*Legal implications on procurement can be found under Appendix 1 of this report.
Joginder Bola, Senior Solicitor (Contracts & Procurement), 13/05/2022*

Legal implications and explanations on the use of S203 can be found under Appendix 2 of this report.

Background Papers Used in Preparing This Report

None

DETAILED ANALYSIS

PROPOSALS AND ANALYSIS OF OPTIONS

Background

The council has embarked on a major development programme that will see 1,800 homes delivered over 10 years under the Building Homes and Communities Strategy (2019). The White City Central development contributes substantially to this programme of new homes along with delivering new community assets and public realm.

1. The White City Central area (the site) is located on the White City Estate, in the White City ward. The site comprises of parts of the area bounded by Canada Way to the East and India Way to the West and extending from the southern boundary of St John XXIII Catholic Primary School and Our Lady of Fatima Catholic Church to the southern boundary of Randolph Beresford Early Years Centre and the former White City Health Centre.
2. The site is freehold owned by the council



3. Following Cabinet approval in June 2019, the council began working with residents to explore the potential for 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 and a further budget approved at Cabinet in July 2021 to progress the project to the procurement of the main contractor.
4. In January 2020, officers worked alongside residents to set up the White City Estate Residents Advisory Panel (the Panel), which is made up of local residents to work on this project.

5. 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
6. 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 residents.

Co-production and Consultation

7. The White City Central project began prior to the implementation of the council's Defend Council Homes Policy (DCHP). However, the approach to consultation and engagement aligns with the principles and objectives of the policy.
8. The engagement process began in September 2020 with a series of Covid-safe, in person, consultation activities. The council also extensively consulted with and engaged residents in the wider area in line with the council's value of *"doing things with local residents, not to them"*.
9. Engagement and co-production with both residents of the estate and wider residents' groups have had a direct and material effect on the evolution of the design from a concept design to the planning submission stage.
10. Between September 2020 and March 2022, the project team has spoken with 950 local residents and stakeholders about the project. In total, 40 public events and 8 exhibitions at key stages have provided feedback on developing designs and ideas.
11. Some notable changes to the design as a direct result of residents' views include:
 - Heights and distance between buildings matching existing homes at the edges of the site
 - Look and feel of new buildings being sensitive to the surroundings
 - Creating spaces for people to interact with nature and sustainability – White City Nature Garden co-designed with local young people
 - Developing ideas for public art in the heart of the community to create a landmark
 - Ensuring that the scheme is as sustainable as possible
 - Co-designing ideas for play and other active outdoor spaces
 - Inclusion of Community Café and workshop space within proposed community hub
 - Extension of Bridget Joyce Square to allow for more social activities connected to the hub

- Creation of public adventure playground retaining connection to community hub.
12. The White City Central area provides a number of well used community facilities as well as some disused plots. The design proposals for the new facilities have been co-produced with stakeholders of the existing community facilities and Randolph Beresford Nursery, with 14 resident advisory panel meetings and 40 meetings on and off site with stakeholders and operators. Key stakeholder feedback that has been incorporated into the proposed scheme design includes:
- Separate community and nursery buildings without residential dwellings above.
 - Work around adjacencies with different organisations and key outside spaces.
 - Extensive coproduction with Randolph Beresford Nursery to design their building and outside space both with design team and Client design advisor.
 - Detailed work developing design for community hub, layout and functions.

New homes and community facilities

13. In terms of homes, the final proposals deliver in 268 homes of which:
- a. 81 (60%) will be genuinely affordable social rented homes
 - b. 53 (40%) will be for shared ownership; and
 - c. 134 will be private sale homes.
14. The delivery of these 134 new affordable homes equates to 50% affordable housing. The delivery of 134 private homes is in line with the Building Homes and Communities Strategy principle of a self-financed affordable development. The Development is also partly financed by Greater London Authority funding and Right to Buy receipts.
15. The new Randolph Beresford nursery will extend to 1,536 sq m, accommodating 140 admissions. The existing nursery currently extends to 1,434 sq m; it is considered inefficient in terms of layout and not considered “fit for purpose” in terms of current use and standards. The new school will benefit from enhanced outdoor play space and design curated to meet current standards and stakeholder requirements
16. The new Community Centre will extend to 1,421 sq m and comprise the following services: Play Association / SEN, Café, Family Centre, One O'clock Club and Housing Services
17. This Development proposal supports the council's 2018-2022 Business Plan objectives and aspirations, and would accelerate the delivery of much needed affordable housing.

18. Importantly, the proposed Development meets the council's financial viability tests, while maximising the number of affordable homes and utilising external funding. The development achieves a positive Net Present Value [at year 60] and internal rate of return above 4%.

Sustainability

19. The proposed development will be designed and constructed to meet the National, Local and Regional Planning Policies. Through the application of the energy hierarchy the following energy saving measures have been applied:
- 'Be Lean' – Enhanced building fabric specification and Mechanical Ventilation with Heat Recovery (MVHR) to reduce space heating demand and provide continuous supply of fresh air. Energy efficient controls for lighting, space heating and hot water to reduce unnecessary use of systems.
 - 'Be Clean' – Localised plant rooms for each block providing communal space heating and hot water. This strategy has been applied to help reduced distribution losses, improving the efficiency of the systems for low temperature distribution. Each block will be provided with necessary provisions within the ground floor plant room for future connection to a District Heating Network should one become available in the future.
 - 'Be Green' – Use of Air Source Heat Pumps (ASHP) for low-carbon heating and hot water. Maximisation of solar Photovoltaic (PV) array across residential building where feasible.
 - With the above strategy applied an estimated 60% carbon dioxide emission reduction is achieved.

Design principles

20. Collaborative working with residents and co-production of the design has been the foundation of the Development from the start of the project.
21. Ecology and net zero carbon – The Site was selected early in the process to be one of first sites to be delivered under the Council's Climate and Ecology Strategy. the Development is expected to reduce on-site carbon emissions by about 60% and, in doing so, help to bring down residents' energy bills by about 40%.
22. Accessibility and inclusiveness of the design has been one of the core principles underpinning the design brief from the start. The council engaged specialist accessibility consultants to maximise accessibility within the development. The final design deals well with a complex site with significant level changes ensuring all new and existing homes can be reached via level access and new amenity space is inclusive and welcoming. Notably, Hammersmith and Fulham Disability Forum Planning Group were engaged and were given the opportunity to feed into the design. Their feedback was valuable

and overwhelmingly positive. Changes to the scheme include the provision of a “Changing Places toilet”, 2 lifts, baby changing and accessible toilets in the community centre. Within the nursery, feedback resulted in the provision of a hygiene room. With respect to the residential accommodation, feedback resulted in changes to the wheelchair transfer zone orientation, whilst level access kerbs and signage changes have been incorporated to the landscaping proposals.

23. Secure by Design principles were followed to ensure the safety and wellbeing of all residents. Changes to the scheme included, furniture and lighting provision, pathway orientation, security standards within doors and windows, stairs and flat entrances and private / public interfaces.
24. A number of other key principles that have underpinned the design are optimising urban greening and ecology of the Site; providing a high level of permeability across the Site, linking the Site to the existing parts of the estate and to its surrounding; providing a range of facilities on site, including recreational provision for all age groups.

Public benefits

25. The Development would contribute significantly to the council’s commitment to respond to the climate change challenge as well as the delivery of genuinely affordable homes that are energy efficient under its housing development programme. The Development would deliver substantial public benefits that far outweigh any potential interference in any third-party rights. Public benefits can be summarised into three distinct categories:
26. Local transformation – The Development would transform the site currently comprising a number of well used community facilities and vacant plots to create a lasting and positive legacy through a well-designed residential and community uses development including new estate amenities. Those amenities have been designed to be inclusive, accessible and importantly incorporate the new parts of the estate into the existing parts.
27. New Homes – The Development would provide 268 sustainable new homes of which 134 will be affordable. The proposed mix of units will range from 1 bed (2 person) homes to 4 bed (7 person) homes.
28. Bridget Joyce Square- The site wide development approach is to look at stopping up the central access road (Australia Road), incorporating a wider and improved BJS that makes a more integral sustainable urban drainage system (SuDs) for the whole new development, which will help to reduce rainwater entering the combined sewer system and reduce the peak discharge during rainfall.
29. A Lasting Legacy - Social and Economic Impact – The Development would have significant positive impact during its whole lifecycle starting with the construction stage which will create direct and measurable benefits to the locality arising from construction works and the contractor being required to offer training, apprenticeship and employment to local residents as well as being required to incorporate local small and medium-sized enterprises (SMEs)

by into its supply chain. The social and economic benefit of this sustainable development once occupied is significant especially at a time of energy price inflation and fuel poverty.

Planning Application

30. A Planning application for the Development is scheduled to be submitted in late 2022, with an expected decision around in the Spring, 2023.
31. Further consultation will occur during the application period with statutory consultees and the GLA.

Next Steps

32. The next stage of the development is to procure a principal construction contractor. The report seeks approval of a Procurement Strategy, as set out in Appendix 1, to procure the contractor, as well as other recommendations that would enable the successful delivery of the Development.
33. A separate report will be submitted to the Council in late 2023 to secure a full development budget to fund construction and other development activities through to completion as outlined in Appendix 6 (exempt). The budget request will be informed by the outcome of the procurement process and the cost estimates returned by bidders.
34. Procurement of the construction contractor is planned to commence in Spring 2023, leading to start on site' in Spring 2024.
35. The Procurement Strategy proposed in this report is to run a mini-competition on the A2Dominion LN3 framework. This is a viable strategy as it delivers the benefits that frameworks offer: competition between the providers that are part of the framework, a level of assurance of compliance from the setup of the framework itself, and potentially a quicker procurement than an open tender process by limiting the number of bidders. The strategy should deliver a good balance between best value and programme efficiency.
36. The Framework (operation) of A2Dominion is a wholly discrete and separate operation to A2Dominion itself. The framework is open for other registered housing providers to utilise for their procurements.
37. Following a thorough soft market review, A2Dominion's Framework was identified as the most suitable framework for the development as it has an extensive list of contractors with demonstrable experience, and the ability to deliver a development of this size and nature. The framework is independent from contractors appointed on this.
38. Residents of White City, through the Residents Panel, will be invited to participate in the selection of the construction contractor who will be required to work closely with residents to mitigate impact of any construction activities on the locality. The project team is working closely with group Procurement & Commercial to address the best options for how this can be legally / compliantly achieved.

39. The Council has been consulting with existing operators on the Community Hub proposals and temporary decant to the disused Health Centre on the site. As the scheme is scheduled to be delivered in two phases, most operators will be decanted to the Health Centre to continue their services (for up to 2.5 years) which allows works on Phase 1 to start. Once the Community Hub has been built all Operators will move to their new premises. The Play Association and Harrow Youth Club are likely to move their operations to different premises as the Health Centre cannot accommodate their needs. Officers are working closely with colleagues in Children's Services and Property Transformation to identify suitable locations.
40. A Notice under the DCHP will be issued to residents subject to planning permission and after the appointment of a construction contractor. The Notice includes a statement of substantive commitments to residents on matters such as how residents may continue to be involved and co-produce the Development; the timing and phasing of the construction programme; site conditions and security; engagement and consultation including on any temporary works or diversions, on-site communications and complaints including named officers residents may contact.
41. Further enabling works will need to be carried out alongside procurement of the construction contractor. This will include works to the existing health centre, which will be used as temporary accommodation for existing community services as well as the potential decommissioning of an electrical sub-station on site and the installation of a temporary sub-station away from the foundations of the new buildings. The cost of these enabling works will be included in the subsequent budget report to full Council.
42. Should planning permission be granted, some pre-commencement planning conditions might need to be discharged by the council, in its capacity as the landowner, and before the construction contractor takes over the Site. Approval (under recommendation 4) to discharge these pre-commencement conditions, and not delaying them to be discharged by the construction contractor will help ensure Spring 2024 start on site date. The council may also need to appropriate the land for planning purposes as set out in Appendix 2 and covered in recommendation 5.
43. In addition, if planning permission is granted, the council would be required to make up a "stopping up order" under Section 247 or 248 of the Town and Country Planning Act 1990 for part of Australia Road known Bridget Joyce Square. This road has been closed to through traffic since 2015. The development has been designed assuming a successful stopping up order can be made, which aligns to the original development brief, for the redevelopment of White City Central in its totality.
44. The target milestones in the development are outlined below.

Development's Main Milestones	
Cabinet approval Procurement Strategy	10 Oct 2022

Planning application submission	Nov 2022
Anticipated Planning Application Decision (Committee)	Spring 2023
Commencement of the Procurement	Spring 2023
Council approval - Development Budget	Winter 2023
Contract Award Decision	Jan/Feb 2024
Construction contractor to start on site	Spring 2024
Completion of Phase 1 (North part of the site)	Summer 2026
Completion of Phase 2 (south part of the site)	Summer 2028

45. Due to the size of the Development, a phased practical completion will be adopted which would allow sections of the Development to be ready for occupation before the rest are completed. It is anticipated that phases 1 and 2 will be completed in Summer 2026 and Summer 2028 respectively.
46. The construction industry is facing substantial pressures due to macro-economic conditions affecting build costs, labour and borrowing costs. This procurement strategy is the first step in the procurement of a contractor and starts a process that will conclude in early 2024. It is only at this stage that the full cost of construction will be known and therefore the viability of the scheme determined. Further delegated approval will be required before construction contracts are completed.
47. The development currently meets all the council's viability hurdles and this will be regularly reviewed with updated build, borrowing and sale value assumptions during the procurement process.

Options Analysis

Option 1: Do nothing (not recommended)

48. The "do nothing" option would either mean not proceeding with this decision or not proceeding with the Development.
49. Not proceeding with this decision but proceeding with the Development would result in a significant delay to the construction and start on site. This option presents significant risk as prior funding agreements may need to be renegotiated, and there is no guarantee that the Council will receive similar, or any, funding.
50. Not proceeding with the Development would mean immediate write-off of costs incurred by the council.
51. Not proceeding with this Development will also mean restarting a new process to help decide the future of the Site.

52. Ultimately not proceeding with this decision or the Development would indefinitely postpone the delivery of much needed genuinely affordable housing in the Borough and new community facilities.

Option 2: Approve this report's recommendations (recommended)

53. This is the recommended option as it will allow the Development to proceed to the construction stage; deliver on the council's commitment to increasing provision of genuinely affordable homes in the borough; safeguard the council's investment so far.
54. Analysis of options relating to the Procurement Strategy are set out in Appendix 1 of this report. Analysis of the delegated decision on the potential use of Section 203 are set out in Appendix 2 of this report.

Reasons for Decision

55. Procurement Strategy: to comply with requirements contained in Contract Standing Orders (CSO 18), requiring approval of a Procurement Strategy before a regulated procurement exercise is commenced as well as outlining the procurement route selected to achieve best value for the council.
56. Other construction enabling decisions: to allow the Development to proceed to construction stage so as to achieve the council's overall objectives including increasing the provision of affordable housing in the borough.

Equality Implications

57. As per the Equality Act 2010, the Council must consider its obligations with regard to the Public Sector Equality Duty (PSED). It must carry out its functions with due regard to the duties (including under the Human Rights Act 1998) and its effect on the protected in a relevant and proportionate way. The PSED duty came into effect on 6th April 2011.
58. An Equality Impact Analysis (EqIA) has been undertaken for the redevelopment, see appendix 4 for details. It shows that the redevelopment of the site, to provide residential homes of which the majority to be affordable homes, when reviewed against the profile of persons and households on both the council Housing Register and the Home Buy register (affordable homeownership register) to have a positive impact on, the following groups:
- **Age** — the Development provides a higher proportion of affordable homes and so would meet some of the demand of younger and older households seeking first home or downsizing. The new Randolph Beresford Nursery will provide additional facilities for younger children than currently provided. The new community centre has been designed to cater for all ages.
 - **Disability** —the Development will incorporate 10% wheelchair homes / M4 (3) as well as designing all homes to "Lifetime Homes Standards". Additionally, principles of accessibility by design have underpinned the whole design philosophy of the Development.

- **Gender reassignment** — the Development is not anticipated to have any impact on persons with this protected characteristic.
- **Marriage or civil partnership** — the development is not anticipated to have any impact on persons with this protected characteristic.
- **Pregnancy and maternity** — the Development is not anticipated to have any impact on persons with this protected characteristic.
- **Race religion or belief** — the Development is not anticipated to have any impact on persons with this protected characteristic.
- **Sex** — the Development is not anticipated to have any negative impact on persons with this protected characteristic. It may have an indirect positive impact through the provision of family sized homes to families in overcrowded accommodation to alleviate overcrowding and sibling of different sexes sharing rooms.
- **Sexual orientation** — the Development is not anticipated to have any impact on persons with this protected characteristic.

59. In addition to, and separate from the Section 105 consultation, the Council has a duty under the Equality Act 2010 to have due regard to the impact of the Development on estate amenities including parking might have on residents with “protected characteristics” (in this context the most obvious group being disabled persons reliant on their (or their carer’s) cars in order to get about and families with young children). The scheme will incorporate 27 disabled parking spaces, accessible to residents in the new blocks once completed.

Risk Management Implications

60. This is a significant scheme to build new homes of the council’s modern era development programme. The fact that it has been over 40 years since the council had an active development programme rises contractual, financial and operational risks that could be mitigated against through the use of external experts and consultants. While this may mitigate against contractual and operational risks, it may result in council development cost to be marginally higher than comparable private developers.
61. However, these risks have been considered by the Council and adequate mitigations have been put in place to deal with such risks.
62. In any case, specific risks and mitigation for each delegation would be considered as part of the decision to exercise of the delegations to be granted by the recommendations of this report.
63. Officers will ensure that it is made clear to tenderers that progressing the scheme is subject to the overall scheme budget being approved.
64. Appropriate programme and governance will be put in place to ensure that the programme is delivered, to budget, on time and the required outcomes are achieved. This will include maintaining a programme risk register.
65. Risk implications relating to the Procurement Strategy are set out in Appendix 1 of this report. Risk and mitigation relating to the delegated decision on the potential use of Section 203 are set out in Appendix 2 of this report.

Undertaking a competitive procurement process is in line with the Council objective of being ruthlessly financially efficient.

David Hughes, Director of Audit, Fraud, Risk and Insurance, 12 May 2022

Climate and Ecological Emergency Implications

66. New building has climate change impacts through both 'operational' emissions (from ongoing use of the building) and 'embodied' emissions (arising from the materials and construction).
67. The proposed design will be a fossil-fuel free development, and achieves operational emissions reduction compared to current industry standards, with a 60% reduction in carbon. This goes beyond the minimum 35% reduction on-site required by the London Plan and the average 37% achieved by major developments in H&F in 2020, but is short of the circa 85% reduction that can be achieved through more stringent passivhaus designs. The opportunity to specify thicker insulation should be explored at procurement stage to achieve further operational emissions reduction.
68. Analysis of the embodied emissions in the current design is not yet finalised, but is expected to be close to GLA benchmarks, although not aspirational targets. Consideration should be given to how embodied emissions can be reduced through specification of materials, in line with the council's Climate and Ecology Strategy.
69. The development has used the H&F climate implications toolkit to maximise sustainability across the range of considerations. The development increases the area of planting and sustainable drainage over the existing site, and includes measures to provide resilience against extreme heat.

Jim Cunningham, Climate Policy Lead, 18 May 2022

Local Economy and Social Value

70. Local economy and Social Value are considered in Appendix 1 – Procurement Strategy.

Consultation

71. The council will undertake a statutory consultation under Section 105 Housing Act 1985 with council secure tenants in the relevant parts of the estate. The consultation sought council secure tenants' (and other resident's) views on the Development including proposed changes to estate amenities and car parking.
72. This statutory 105 consultation will be in addition to the on-going co-production with residents (under the DCHP) who have been involved from the start and helped shape the Development proposal.

73. Since September 2020 there has been an extensive programme of engagement, and to date there has been 51 activities with the community and stakeholders including 11 exhibitions.

LIST OF APPENDICES

Appendix 1 – Procurement Strategy
Appendix 2- Use of Section 203 Powers
Appendix 3 - Public Sector Equality Duty
Appendix 4- Equality Impact Assessment
Appendix 5- Section 105 Consultation
Appendix 6- Exempt Finance comments

APPENDIX 1 – PROCUREMENT STRATEGY

SUMMARY

1. This Procurement Strategy sets out the procurement route for procuring a principal construction contractor for the proposed development of White City Central area, to provide 268 new homes of which, 134 homes will be affordable homes, a new nursery and community facilities
2. The scheme responds to the Council's Climate and Ecology Strategy and transitional targets. This project will be designed and delivered to achieve transitional targets on carbon reduction. Designs would reduce on-site carbon emissions by about 60% and, in doing so, help to bring down residents' energy bills by about 30%.

FINANCIAL IMPACT

3. The report proposes to use the A2Dominion framework (Lot No: LN3) for the procurement of a single stage, design and build construction contract for the delivery of the new development on the White City Central area.
4. There is no direct financial impact of approving this strategy except a Procurement Levy of £3,000 and legal costs, which can be funded from the existing RIBA stage 4 development capital budget of £5,581,500 approved under the 'Investing in White City' Cabinet report dated 5 July 2021.
5. The actual cost of the design and build contract will not be known until the tender process is complete. Full financial implications and checks on the financial standing of the successful tenderer will be set out in the subsequent contract award decision report.
6. Only the initial expression of interest stage will be completed before Full Council considers the budget approval. Mitigations will be in place to manage the financial risk of any claims from tenderers submitting expression of interest if the scheme does not obtain budgetary approval to proceed.
7. Further finance comments are in Appendix 6 - Exempt

Implications completed by Andrew Lord , Head of Finance – Strategic Planning & Investment, 16 May 2022.

LEGAL IMPLICATIONS

8. The procurement strategy proposed has identified the A2Dominion framework (Lot No: LN3) for the procurement of the main principal contractor.
9. The value of the call-off contract is over the threshold for works, and therefore subject to the full remit of the Public Contracts Regulations 2015 ("PCR"). Legal services evaluated the A2Dominion framework and confirmed that it is compliant with the PCR and is appropriate for use.

10. Under the Contract Standing Orders (CSO), this contract is a High Value works contract. Under CSO 19, a mini competition and then call-off from a compliant framework satisfies the Council's procurement requirements for High Value works contracts, provided that the rules of the Framework have been followed.
11. As this report concerns the procurement of a contract in excess of £300,000 in value it is a Key Decision (see Article 12 of the Constitution) and must be submitted to Committee Services for publication on the Council's website.
12. This procurement strategy must be submitted to the Contracts Assurance Board before being submitted for approval to the decision maker in accordance with CSO 18.1

*Legal Officer: Joginder Bola, Senior Solicitor (Contracts & Procurement),
06/5/2022*

THE STRATEGY

Market research

13. The construction sector is showing particular signs of labour inflation, but business sentiment remains positive, regardless of inflationary headwinds. The February 2023 IHS Markit UK PMI showing growth for the thirteenth month in row. This is not to say that there are no risks on the horizon – businesses are still concerned with the effects of pandemic and persistent labour shortages, and now must deal with the Ukraine conflict too. New build construction output is now in line with long term volumes observed since 2016. Once repair and maintenance are included, overall output exceeded pre-Covid levels in November 2021.
14. Most of the inflation in the construction sector in 2021 was driven by increased costs of construction materials– caused initially by rocketing raw materials prices and more recently by record energy costs. The cost of the BEIS basket of construction materials continued to increase throughout 2021, although the rate of cost growth was slowing by the end of the year. By December 2021, the cost of the basket was up by 20% year-on-year. On a positive front, timber prices, one of the biggest movers in 2021, were reported to have fallen by 30%. Sadly, global prices are moving upward so this relief may be short-lived. Increased energy costs and disruption to raw materials supply chains are a likely consequence of the Ukraine conflict. The question that cannot be answered is whether they will trigger similar record-breaking inflation as was seen in 2021.
15. The construction industry, like many other industries, was affected by the lockdown and downturn in business, creating some uncertainty over the medium to long term viability of many companies in the industry. While larger construction companies have so far been able to withstand disruption to their supply chain, smaller and medium size companies have been more affected with some notable regional companies entering administration. This creates additional risks for the Council which this, procurement strategy seeks to control through the use of an existing Framework and the application of strict financial and quality control mechanisms in the contract.

16. The Council, with the support of its external consultants, Arcadis, has carried out detailed soft market analysis, including direct engagement with proportionately sized construction principal contractors. This was to understand market capacity, contractors' appetite for a development of this size and type, deliverability of the development within the Council timeline as well as the relative desirability of different procurement routes.
17. The soft marketing exercise has identified that the scheme can be procured using a single stage procurement route, with 50% of contractors approached endorsing this approach at this time (as detailed in section 3 of their report). This exercise identified that contractors were keen to have a level playing field in terms of contractor size and capability; sufficient design information to mitigate pricing risk; a pre-qualification and adherence to a tender programme.
18. It is the intention to ask the contractors to provide a fixed price for phase 1 and 2 at the outset but maintaining a flexible pricing structure to be agreed by council officers together with their professional advisors. Adopting this approach protects the council against excessive negotiated inflation allowances, a risk identified by Arcadis.

Development Objectives and Delivery Options

19. The objective of the development is to develop the White City Central area. The development will provide 268 high quality, sustainable and affordable homes, as well as new nursery and community facilities that achieves exemplar sustainability standards.
20. Design and Build was selected as the optimum route over other, traditional, approaches to construction for this project because it is ideal for managing the balance of risk together with allowing value-engineering which will deliver significant value for money savings.
21. The Council and their consultants, Arcadis, have reviewed different options for the delivery of this scheme being:
 - Single Stage Design and Build
 - Two stage Design and Build
22. The relative strengths and weaknesses of each option have been considered and a preference to proceed with a single stage Design and Build to ensure delivery high design commitment and highest level of risk transfer placed on the contractor.

Development cost

23. The estimated contract sum for the principal contractor is set out in Appendix 6 (exempt).
24. In arriving at this estimate of costs, the council has employed a cost consultant to work alongside the development team and architects. The role

of cost consultants is to provide detailed advice based on benchmarked industry information on materials and labour, to ensure that the council can accurately tender for a contract and secure the appropriate budget.

Quality

25. The technical requirements are dictated by various statutory policies, regulations and grant agreements etc, but, detailed proposals are currently being finalised, but the main quality objective is the construction of 268 homes operationally net zero homes.
26. In line with the council's value of "doing things with local residents, not to them", the contractor to be appointed under this procurement will be required to engage with local resident and minimise impact of its work on residents.

Analysis of Procurement route options

27. The estimated value of the contract is above the threshold for works and so, the Public Contract Regulations (2015) would apply to this procurement.

Procurement Routes


28. In proposing this procurement route, officers considered factors such as the complexity of the construction, the experience required, the need for real and measurable competition to assure the council of best value for money and deliverability and risk mitigation. After the exploration of options a framework route is proposed adopting A2 Dominion (Lot LN3).
29. Current Government guidance (as of 04/01/2021) stipulates that any public procurement works contracts that are tendered from the 1st of January 2021 must be posted on the UK's new Governments new online tendering portal- Find A Tender Service (FTS) which has replaced OJEU / TED.
30. Procurement framework agreements are FTS compliant, removing the need to undertake a full FTS procurement process, as this has already been done as part of the setting up of the framework. A framework, in simplest terms, is a supplier agreement under which goods and services can be obtained based on pre-agreed terms / conditions, price and quality levels.
31. A review has been undertaken to compare the advantages and disadvantages of using of using a FTS procurement process versus FTS Compliant Main Contractor Framework.
32. The procurement route proposed by this report is the use of a third-party Framework to call-off a contract following a mini-competition which will assure the council of achieving best value for money in accordance with CSO 19. As is common with both privately and publicly run frameworks a small fee, whose fee is to support the framework forms part of this proposal. The advantage of the A2 Dominion Framework is that it is a single fixed cost rather than with others a running percentage and therefore represents good value for money in terms of

the work that has been done by the framework provider, which otherwise would be a cost incurred by the Council.

33. The use of an existing third-party Framework offers demonstrable advantage to the council as it offers resource and time efficiency to both the contracting authority and contractors on the framework. The use of a framework allows the procurement resources to be focused on content over process.
34. The selected framework, A2 Dominion, provides an extensive list of suitably qualified and vetted contractors from which to draw a competition- thereby to ensure excellence of work and value for money.


Frameworks considered

35. There are various compliant frameworks provided by public bodies and major housing associations that offer a quicker route to market than the Government "Find a Tender" and access to a pool of pre-selected contractors that have already been pre-assessed by framework providers as suitable for delivering construction works of this size and complexity.
36. Of the 25 contractors approached, 8 contractors met the threshold of having both suitable residential and education experience and responded positively to being willing to consider the scheme on a single stage basis. 6 Frameworks were identified as being potentially suitable: A2 Dominion (Lot LN3); London Construction Programme (Lot 1.4); Procure South East (£12m+); CCS (Lot 6.2); CCS (Lot 7.2); Pagabo and Hyde Housing. The basis of that consideration included the capability, capacity, quality and experience of the participants on the framework. Also the status and currency of those participants who could bid successfully for this particular project and are likely to be able to meet the projects objectives and the Council's arrangements and ambitions.



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London Borough of Hammersmith and Fulham
White City Central - Review of Frameworks



DRAFT FOR DISCUSSION
17th June 2022

Education Experience	Residential Experience	WCC Soft Market Test Response	A2 Dominion (Lot LN3)	London Construction Programme (Lot 1.4)	Procure South East (£12m+)	CCS (Lot 6.2)	CCS (Lot 7.2)	Pagabo	Hyde Housing
Compliant Contractors									
Hill Partnerships			✓	x	x	x	x	x	✓
Mullaley & Company			✓	x	x	x	x	x	x
Bouygues			✓	x	x	✓	✓	✓	x
Durkan			✓	x	x	x	x	x	x
HG Construction			✓	x	x	x	x	x	x
Graham			x	x	✓	x	x	x	✓
Lovell			x	x	x	✓	x	✓	x
McAleer and Rushe			x	x	x	x	x	x	✓
Total Compliant Contractors	8	8	5	1	1	2	1	2	3

37. Following the review, A2Dominion's Framework (Lot LN3) was identified to be the most suitable for use for the development as it has an extensive list of contractors with demonstrable experience and ability to deliver a development of this size and nature. A2 Dominion's Framework would provide a competitive tender as there would be 5 suitable parties who would have both educational and residential experience and have responded positively to the soft market testing.

38. Documentations of this framework have been examined and following determination that the framework is compliant, the Council entered into an access agreement with the framework provider.
39. This framework has also been selected for the appointment of the contractor on Hartopp and Lannoy Point, although the assessment of this project was taken with an open mind for the best route forward.

Contract Specifications Summary

40. The form of contract to be used will be the industry recognised JCT Design and Build standard form of Contract (2016), with specific council amendments. This contract and the amendments are permitted by the proposed Framework. This main contract will also be underwritten by various sub-contractor/consultant JCT warranties.
41. The contract length is envisaged to be approximately 48 months and would be subject to the appointed contractor's programme which will include sectional (phased) completion.

Main options considered

Option 1: Do nothing (not recommended)

42. The "do nothing" option would either mean (a) not proceeding with this decision or (b) not proceeding with the development of the site or (c) not appointing a construction contractor at this stage and extending the involvement of the architects to produce detailed design to RIBA Stage 4.
43. Not proceeding with this decision but proceeding with the development would result in a delay to procurement of the construction principal contractor. This option would significantly delay commencement on site, jeopardise external funding linked to start on site and ultimately delay the delivery of much needed affordable housing.
44. Not proceeding with the development would mean significant abortive costs incurred so far from concept design to the Planning Application submission stage.
45. Not procuring a construction contractor at this stage but proceeding with the development would mean continuing detailed design with existing Architect and associated consultants (after securing a new budget and approval to vary the previously tendered commissions). While this may offer some advantages in terms of offering certainty about design integrity it would mean significant detailed design would be completed by the architect with no direct 'buildability' input from an experienced contractor. This would also mean result in an extension of the programme by at least 9 to 12 months resulting in a loss of the external funding for the development making the Development unviable.

Option 2: Carry out an end-to-end tender process through Capital E-Sourcing (not recommended)

46. For a large construction site, traditional Open, Restricted, Competitive Procedure with Negotiation or Competitive Dialogue procedures would test the whole market bringing about more competition but would hugely increase the resources needed to carry out a procurement and the timescale to appointment.
47. Additionally, the fact that contractors incur significant costs for each tender submission they prepare for a construction of this size, an open tender process with potentially unlimited participation may deter many established suppliers from taking part. This would also very likely result in a mixed quality of submissions (including local SME's) however, with potentially noticeable absence of some experienced contractors for this size and complexity of project.
48. The significance of the of the risk of experienced contractor not participating in an open tender became apparent during market engagement as it was clearly communicated that contractors are selective of tenders they participate in and open tenders with potentially high participation present unacceptable risk to their upfront cost and so many stated that they would not participate in such tenders.

Option 3: Procure through A2 Dominion Lot LN3 – London and Home Counties (above £25m) of the identified framework (recommended)

49. The identified framework; A2Dominion, features 29 contractors arranged over three regional lots with each lot split into three bands based on contract value: up to £10m, £10m to £25m, and more than £25m. Following the soft marketing exercise, there are 12 contractors within Lot LN3, with 5 to date having expressed an interest to tender.
50. The framework was deemed to be the most suitable because it has a high number of experienced and capable contractors as well allowing value for money to be assured through a mini-competition exercise to be run following an expression of interest (PQQ) process.

Competition process

51. The mini-competition process would be run as a single stage tender following an expression of interest (Pre-Qualification Stage or PQQ) stage, where upto 4 contractors would be shortlisted in order to be invited to participate in the mini-competition.

Expression of Interest Stage – Sifting of Contractors

52. The competition process will commence with an expression of interest stage where the 12 contractors on Lot LN3 will be invited to express an interest and be sent a sifting brief. The sifting brief will set out the development and provide sufficient information about the site, background to the development, core

objectives as well as general technical information needed to help them understand the type of the construction required.

53. The sifting brief will also include specific questions designed to ascertain each contractors' capabilities and experience directly related to the delivery of residential net-zero developments within inner London areas.
54. The sifting brief will include no more than 10 questions, grouped in 3 categories:

Category	Overview	Weighing
Price	To determine if the building can be constructed to the required standard within the allocated works.	15%
Quality and Sustainability	Focus on previous experience of developing highly sustainable building and on site quality control.	60%
Logistics and Stakeholder Management	To concentrate on possible sectional completions, site logistics, stakeholder issues and programme challenges.	25%

55. Where more than 4 contractors were to express an interest, responses will be evaluated by the Tender Appraisal Panel (TAP) using the categories and weighting (set out above) with the top 4 scoring contractors moving to the mini-competition (Invitation to Tender) stage. If fewer contractors express an interest, procurement will proceed to the mini-competition stage without a need for a sifting stage evaluation.
56. Scoring of responses at the sifting stage will follow the scoring outlined in the mini-competition stage including the minimum score required. And so, each response will be marked out of a possible score of 10, with 0 being the lowest and 10 being the highest.
57. Total score for each category will then be multiplied by the relevant category weighting to arrive at a weighted score for that category. Weighted scores will be added together to produce a total sifting score which will determine the relative position of each contractor and the 4, contractors proceed to the mini-competition stage – Invitation to Tender.
58. Unsuccessful tenderers will be notified in writing and provided with feedback on their responses to the sifting stage including their scores, the total number of submissions received and the highest and the lowest score.

Mini-competition

59. Following the sifting stage, the successful tenders will be sent the full Invitation to Tender (ITT) documents and tenderers will be expected to submit by the ITT's deadline full proposals which will be evaluated in accordance with the Selection and Award Criteria section below.

60. As part of the ITT documents, tenderers will be invited to consider Social Value commitments aligned with council strategies and therefore deliverable Social Value can be on a scale commensurate with the large value of this contract. This is to maximise the social value that can be realisable from this tender.
61. The Council will secure Social Value through the use of bespoke measures that are suited to construction works and bidders will be required to offer Social Value for evaluation. 10% of the overall quality score will be ascribed to Social Value and both the value and the quality of bidders' proposals will be scored.
62. The scoring will incentivise bidders to maximise their social value offer, however, bids offering a social value of less than 10% of a bid's price will not automatically be rejected, however, this is subject to agreement. Awarding of a contract will be based on the most economically advantageous offer. This is in accordance with Council's Contract Standing Orders.
63. Hammersmith & Fulham Social Value policy incentivises bidders for high value contracts to target two types of Social Value measures: training and employment for local people and incorporating Hammersmith and Fulham based supply chains into contracts. However, it is evident from existing high value works contracts that local supply chains do not exist in the borough to meet the demand of complex construction contracts. Contractors have only been able to secure a fraction of the required local spend to meet their minimum (10%) social value target. To meet a minimum social value target through employment and apprenticeships, a contractor would need to continuously employ 70 local residents throughout the construction programme. This would likely exceed the number of operatives on site at any point in construction process. Given this context, applying a minimum contract value threshold (of 10%) would risk the council not appointing the best qualified and highest quality contractor, overpaying for contract services or that the contractor could be in default during the construction process.
64. Responses will be evaluated in accordance with the scoring table set out below. Each response will be marked out of a possible score of 10. The scoring will be based on the general principles and descriptions shown in the table below. A Tender must score 4 or above on each response otherwise it may be rejected.
65. Scoring table - Zero to 10 Marking Scheme

Score	Rating	Criteria for Awarding Score
0	Totally Unacceptable	No response or response completely fails to address all of the Council's requirements <i>For designated questions, this is likely to lead a mandatory exclusion for any nominated question, as the procurement will observe strict quality thresholds</i>

1	Unacceptable	<p>Very limited or vague response which fails to address key areas or meet key Council requirements, or the response received contains a large number of weaknesses or omissions in a majority of aspects</p> <p><i>For designated questions, this is likely to lead a mandatory exclusion for any nominated question, as the procurement will observe strict quality thresholds</i></p>
2	Poor	<p>Limited or vague response that only meets some of the key Council requirements but with numerous material weaknesses or omissions and the Council has serious doubts about aspects of the response which gives rise to serious concerns, or inadequate information has been provided.</p> <p><i>For designated questions, this is likely to lead to a likely exclusion for some nominated questions, as the procurement will observe strict quality thresholds</i></p>
3	Unsatisfactory	<p>The response addresses a number of key Council requirements but is unsatisfactory in a number of material respects. The proposal contains some material weaknesses or omissions giving the Council some concerns</p> <p><i>For designated questions, this is likely to lead to a likely exclusion for some nominated questions, as the procurement will observe strict quality thresholds</i></p>
4	Fair	<p>The response generally meets key Council requirements but with some aspects giving the Council a concern due to either being incomplete or contain minimal material weaknesses or omissions, or deviate from a Council's requirement that is necessary in at least one aspect</p>
5	Satisfactory	<p>The response addresses majority of key Council requirements and is generally satisfactory but does not demonstrate clear strengths or includes noticeable weaknesses by including generic or general statements</p>
6	Generally Good	<p>The response is generally good in all material respects but does contain some minor weaknesses or omissions. The proposal does, however, have at least one clear strength.</p>
7	Strong	<p>The response is of a good quality in all respects with good concepts and approaches but contains few minor weaknesses or omissions with a clear strength in a key area.</p>
8	Very Good	<p>High quality response with clear, coherent and high-quality proposals that present a fully workable response with clear strengths in key areas, and any minor weaknesses or omissions which may be present in the response may be acceptable as offered*</p>
9	Outstanding	<p>Very high-quality example response with outstanding features in all areas. A very strong response overall with no weaknesses or omissions that has addressed all requirements in extensive details but with limited or no value solutions or added innovations*</p>

10	Excellent	An outstanding thorough response addressing all requirements in extensive detail, providing confidence all requirements will be met in full, with thought through value solutions and added innovation*
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** The exact criteria and definitions together with measures of 8,9 and 10 will be jointly developed with both Legal and Procurement & Commercial in line with the regulations and the structures of this programmes procurement.*

Timetable

66. Detailed below is an estimated timetable of the procurement process with the award of the construction contract being dependent on a further separate approval to release further project funding. The timetable is subject to change, based on economic conditions and financial viability.

Cabinet approval of procurement strategy	10 Oct 2022
Full Council Report	19 Oct 2022
Issue Expression of Interest (EOI) & Sifting Brief	March 2023
Deadline for submission of Expression of Interests (EOI)	March 2023
Evaluate EOI with TAP, Conclusion of Sifting (Shortlisting) Stage	May 2023
Issue of Tender documents	June 2023
Closing date for submissions & commence evaluation of tenders	Sept 2023
Tender approval report prepared by evaluation team	Nov 2023
Cabinet Member (Award)	Dec 2023
Contract engrossment	Feb 2024
Contract Commencement date and site possession	March 2024

Selection and Award Criteria

67. In accordance with the council's CSOs and PCR 2015 Regulation (67), the contract will be awarded on the basis of the Most Economically Advantageous Tender (MEAT) using a quality to price ratio of: 60:40 in recognition of the complexity of the construction and the need for an operational net-zero carbon development. This was discussed and agreed between council officers and their professional consultants. This percentage split between price and quality and price is permitted under the A2Dominion Framework and is in line with standard ratio of 60:40.
68. In evaluation of price submissions, the lowest priced tenderer will receive 40% and the remaining tenders will be scored proportionately to the lowest price. Tenders will be evaluated in accordance with the following criteria:

Element	Weighting	Scoring basis
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Price	40%	Lowest price submitted will receive 40% and the remaining submissions will be scored in accordance with their difference from the lowest price as follow: Score = Lowest Price / Bidder Price x 40%
Quality	60%	Quality scoring will be carried out in accordance with the Framework's terms and weighted as follow: Score = Scored Marks Available x 60% Social value evaluation will form part of the quality and weighted at 17% of the 60% quality to account for an overall weight of 10%.

69. Quality evaluation will incorporate sub-elements that will be scored and weighted as follow:

Quality sub-categories	Weighting
Experience – This will be drafted to be compliant with the regulations and will include capability, capacity and quality.	10%
Interview – Working with the Procurement & Commercial group together with Legal the procurement will seek to compliantly deliver community engagement in a form that is yet to be finalised.	5%
Project delivery/ approach / programme / Logistics / Resources	28%
Social Value – 10% of total as per CSOs, is being developed to be integrated into this procurement.	17%
TOTAL	60%

70. In accordance with council's standing orders, Social Value will account for both 10% of the overall scoring (17% of the 60% quality assessment) and upto 10% of the contract value if approved – the project team are working with the Procurement & Commercial group to best deliver these ambitions and any adaptations will need to be agreed.
71. A post-tender interview with each tenderer will be evaluated and scored as part of the quality evaluation, where each tenderer will be asked the same questions. Interview question scoring may involve follow up questions to clarify responses if required.
72. The council will not bind itself to accept the lowest submission or any tender/submission and reserves the right to accept the whole or any part of any Tender submitted.
73. The council will also reserve the right to seek clarifications before concluding the evaluation stage and where the pricing of a Tender seems abnormally low the Council reserves the right to reject the Tender and exclude it, so it does not affect scoring.

74. The technical specifications, including levels of indemnity and insurances are currently being finalised by officers.
75. The scores awarded to each tender for the Quality and Price elements of the evaluation will be added together to establish the MEAT, which is the tender with the highest combined score for price and, quality.

Tender Appraisal Panel (TAP):

76. A Tender Appraisal Panel (TAP) will be set up in accordance with Contract Standing Orders to oversee the procurement process and evaluate tenders. TAP will include representatives from the Council's Procurement Team, the Development Team and asset management colleagues and supported by external professional consultants led by the council's lead consultants on this project. TAP will manage the procurement process including expression of interest, sifting and the launching of the mini-competition and the issuing of the full ITT documentation. In addition, TAP will manage and oversee tender clarifications, evaluation, and contract negotiation and award.
77. TAP aspires to involve representatives of residents of the White City Estate where possible to participate in the procurement and selection process on an advisory basis. Exact roles and responsibilities of residents will be coordinated and agreed directly with the residents to ensure they are empowered to co-produce the development, subject to compliance with the Public Contract Regulations.
78. In accordance with the council's Contract Standing Orders all evaluation panel meetings will be chaired by the Head of Procurement, or a delegated (procurement) officer.

LOCAL ECONOMY & SOCIAL VALUE

79. It is the council's policy that all contracts let by the council with a value above £100,000 commit to social value contributions that are additional to the core services required under the contract.
80. Paragraphs 56 and 57 in this appendix describes how social value contributions will be scored as part of the mini competition; that a 10% weighting of the total score will be included in the Quality and Sustainability category of the scoring criteria.
81. The Contract Standing Orders refer to the Social Value Policy which, in turn, states that any bid that does not commit to social value contributions amounting to at least 10% of the price proposed will be excluded from the competition. Paragraph 62 in this appendix proposes a means of mitigating the risk of bidders being excluded from the mini competition that is commensurate with the value of the contract.
82. Paragraph 61 refers to bespoke measures that are more suited to construction works. These tailored measures are based on the National Social Value Themes, Outcomes and Measures ("TOMs") adopted by the council and have been pared down and refined to ensure that they are not double-counted with economic development contributions that will be sought through planning

obligations (S106) and also align with council strategies including the Industrial Strategy.

83. As part of the council's social value process, quantitative and qualitative proposals for social value should be required in the bids during the ITT phase, and both elements scored. A template for conditions to be included in the Invitation To Tender is available.
84. Social value measures committed by the winning bidder should be included as conditions in the contract agreement with financial remedies sought for non-delivery. It is advised that the winning bidder contact the Economic Development team to help them design a detailed delivery plan for the agreed measures. Council services are available to support the winning bidder plan, deliver and measure social value contributions.

Implications completed by: Paul Clarke, Economic Development Officer, 5 May 2022

RISK ASSESSMENT AND PROPOSED MITIGATIONS

85. In producing this report, procurement risks and their control measures were considered and implemented.
86. The key risks identified are as follows:

No.	Identified risk	Likelihood	Risk Control/Mitigation measure
1	Insufficient interest from framework providers in the tender which results in no bids.	Low	The council carried out soft market testing in March 2022, and this revealed that there is sufficient market interest and capacity. The council will also develop a procurement brief that is sufficiently detailed and clear to encourage wide contractor participation.
2	Procurement does not achieve required competitiveness and does not provide value for money.	Low	Market engagement has established interest and appetite for this development and to ensure engagement of all contractors in the Lot, the tender pack will be reviewed for simplicity and clarity. Use of bespoke Social Value measures that are more suited to construction works
3	Construction market inflation and the period for which tenders might remain valid.	High	This risk is managed and mitigated with cost consultants' and where possible simplification of some aspects of detailed design to ensure design buildability retain costs within budget envelope.

4	Contractor becomes insolvent or no longer has the capacity to deliver scheme	Medium	While the likelihood of this risk is low, the potential impact might be significant depending on construction stage. Before a contract is awarded, robust financial assessments will be undertaken including independent financial and credit checks and where necessary and applicable parent company guarantees may be requested.
5	Mobilisation/ construction delayed due to unforeseen site issues	Medium	Council to ensure that the internal and external resources are in place to deliver the project in a timely manner. The site has been de-risked through extensive site investigations to eliminate technical issues prior to start on site.
6	Commencing tender potentially before the granting of an implementable planning consent could result in elements of the price being based on provisional sums and so subject to change later.	High	This risk is mitigated by way of: (a) Continuously updating costing data as the design progresses; (b) Review and possibly seek design simplification and cost savings during detailed design; (c) Procure contractor under a D&B contract with client amendments, ensuring buildability is embedded into detailed design; (d) Incorporate sufficient contingency into the budget; and (e) Rigorously assess and re-evaluate impact of the construction on the contingency. (f) Regular review of risk log against contingency amounts held
7	No tender commits to a Social Value of 10% or more	Medium	This is mitigated against by inviting tenderers to Social Value commitments that are more aligned with council policies so as to maximise Social Value from the contract to be awarded.

CONTRACT MANAGEMENT

87. The contract will be managed by a project team supported by a team of professional services appointed under a separate procurement strategy for the whole life cycle of the development.

88. A suite of KPI's will be used to monitor, measure and report on the performance of both principal construction contractor and sub-contractors.

Example of KPI's that might be used to monitor performance:

- Meeting or exceeding programme expectations.
- Design Development within the requirements of the Client Brief
- Response times to client RFIs (Requests for information)
- Successfully engaging and involving wider local residents and other stakeholders e.g., Considerate Constructors Scheme
- Responsiveness to issues or concerns raised by residents within a defined period
- Time taken to rectify defects in line with H&F repairs response times

- g) Understanding and mitigating environmental impact, waste control, noise, water usage, dust during construction.

EQUALITY IMPLICATIONS

- 89. It is not anticipated that the approval of this Procurement Strategy, as set out in the Recommendations, will have any direct negative impact on any protected groups, under the Equality Act 2010.
- 90. The outcome of an Equality Impact Assessment of the decision to proceed with the development is covered in the main report.

RISK MANAGEMENT IMPLICATIONS

- 91. The report identifies, in the table in paragraph 86 a number of procurement-related and construction market risks, including material price instability which has arisen due to Covid-19 and post-Brexit economic conditions. Officers have set out a range of mitigations to manage these risks and will need to keep these risks under close review throughout the procurement and contract delivery phases. Officers will need to ensure that robust programme and governance arrangements are in place to oversee the scheme, including the maintenance of a programme risk register.
- 92. A range of competitively procured frameworks have been assessed and a preferred framework recommended by the appointed technical consultants. The proper use of suitable frameworks protects against the risk of procurement challenge and helps to enable securing value for money, which is in line with the Council's objective of being ruthlessly financially efficient.

David Hughes, Director of Audit, Fraud, Risk and Insurance, 12 May 2022

PROCUREMENT IMPLICATIONS

- 93. The Procurement Strategy proposed in this report is to run a mini-competition on the A2Dominion LN3 framework. This is a viable strategy as it delivers the benefits that frameworks offer: competition between the providers that are part of the framework, a level of assurance of compliance from the setup of the framework itself, and potentially a quicker procurement than an open tender process by limiting the number of bidders. The strategy should deliver a good balance between best value and programme efficiency. The key is ensuring that the call off contract features all of the Council's bespoke requirements for this project, and the report confirms that there is sufficient flexibility for this within the A2Dominion LN3 framework.
- 94. The Framework (operation) of A2Dominion is a wholly discrete operation to A2Dominion.
- 95. There is no conflict whatsoever between the Council's relationship with A2Dominion on the main campus redevelopment and the use of this Framework – the matters are wholly separate.

96. The use of the A2Dominion Framework appears to be wholly suitable for the single stage Design & Build programme for the White City Central scheme.
97. The pricing of the Framework appears proportionate – all be it higher in terms of costs to the successful supplier (which comes back to H&F in the long run), rather than our cost – than some other Frameworks of central government / Cabinet Office / Councils / Local Authority consortia.

Implications completed by: David von Ackerman, Head of Procurement & Commercial Group- interim, 05/07/2022

CLIMATE AND ECOLOGICAL EMERGENCY IMPLICATIONS

98. Climate and ecological impact from the decision to proceed with this development is covered in the main report.

Implications completed by: Jim Cunningham, Climate Policy & Strategy Lead, 13th May 2022

APPENDIX 2 – USE OF SECTION 203

The Council's statutory powers:

1. Powers to override rights over land acquired or appropriated for planning purposes were previously provided in section 237 of the Town and Country Planning Act 1990 ("1990 Act"). These have more recently been replaced by provisions in section 203 of the Housing and Planning Act 2016.
2. Under Section 203 the Council has powers that would allow the Development to proceed, notwithstanding that it would interfere with the rights to light of neighbouring affected properties.
3. Under Section 204 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. The compensation is calculated on the same basis as compensation payable under the Compulsory Purchase Act 1965.
4. Section 226 of the 1990 Act provides that a local authority (subject to the authorisation of the Secretary of State) has the power to acquire compulsorily any land in their area, if it considers that this will facilitate the carrying out of a development, redevelopment, or improvement on or in relation to the land; or is required for a purpose which is necessary to achieve in the interests of the proper planning of an area.
5. Under Section 226(1A) of the 1990 Act, a local authority may not acquire land compulsorily, for the purpose facilitating the carrying out of development, unless they consider that the development is likely to contribute to the achievement of one or more of the following objectives:
 - a) the promotion or improvement of the economic well-being of their area;
 - b) the promotion or improvement of the social well-being of their area;
 - c) the promotion or improvement of the environmental well-being of their area.
6. Section 227 of the 1990 Act provides that the Council may acquire by agreement any land which it requires for any purpose for which it may be authorised to acquire land under Section 226 of the 1990 Act.
7. Section 246 of the 1990 Act provides, in this case, that reference to the acquisition of land for planning purposes is a reference to the acquisition of it under section 226 or 227 of the 1990 Act.
8. The Council will need to be satisfied that there is a compelling case in the public interest for the engagement of the appropriation powers and that their use is proportionate and justified, notwithstanding the interference with the private rights of the landowners affected.

Section 203 Housing and Planning Act 2016

9. Section 203 of the 2016 Act applies where the Council acquires or appropriates land for planning purposes so that easements and third-party rights (including rights of light) may be overridden pursuant to those provisions by development of that land (provided it is carried out in accordance with planning permission).
10. Section 203 operates to translate the right of an owner of an affected property or interest from an injunctable right to an entitlement to compensation only. The compensation is assessed against compulsory purchase compensation principles based on the diminution of the value of the affected property because of the interference with the right.
11. The protection provided by Section 203 applies both to the Council, were it to undertake the Development, and to any third-party deriving title to the Site from the Council.
12. For Section 203 of the 2016 Act to be utilised and come into effect, the development must receive a planning permission and the Council must hold an appropriate interest in the land, the freehold in this case. Additionally, under section 227 of the 1990 Act, the council may acquire land by agreement for planning purposes where that acquisition is for a purpose for which the land could be compulsorily acquired. To do so the Council would need to be satisfied that the circumstances set out in Section 226(1A) of the 1990 Act are met – in summary, that acquiring the Site would facilitate the carrying out of the Development and that the Development in question would contribute to the economic, social, or environmental well-being of the area.
13. It is the opinion of Officers that, for the reasons set out in this report, the Site, if it wasn't owned by the Council, could be acquired compulsorily under Section 226 to facilitate carrying out of the Development assuming such development was to be granted an implementable planning permission, and that such Development would advance all three objectives identified at section 226(1A).
14. Subject to satisfying the relevant requirements, the appropriation may allow provisions of Section 203 of the 2016 Act to be engaged. But for this to happen, 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 should be had to the advice and guidance contained in the current DLUHC Guidance on Compulsory Purchase (October 2015). Fundamentally, the decision to engage Section 203 should only be made where it is necessary, there is a compelling case in the public interest and the Council should be certain that the use of these powers being exercised justify interfering with the human rights of those whose human rights would 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.
15. The explanatory note relating to the 2016 Act is helpful in indicating the underlying objective of the provisions. Regarding section 203 powers it provides guidance that the requirement (section 203(2)(c)) that the authority 'could' acquire the land compulsorily for the purposes of the building work was intended only to require that the authority had the relevant enabling powers, not

that on the facts of the case a compulsory purchase order would be confirmed for the compulsory acquisition of the land.

16. The return of the Site appropriated by the Council for planning purposes to be held for housing purposes will also need to ensure that the requirements of section 233(1)(a) of the 1990 Act are met. Section 233(1)(a) authorises such disposal providing that the Council is satisfied that it is expedient to secure the best use of the land. A decision to appropriate the site for Planning Purposes would need to be based on a full reconsideration of all elements in paragraph 8 including a reconsideration of how the Council's obligations under section 233(1)(a) may be satisfied in this case.

Use of Section 203 – Considerations

17. The effect of Section 203 is to allow beneficial regeneration to take place without the risk of injunction being granted to prevent the development from being carried out. However, it is recognised that this can involve the interference with human rights – in particular, the right to peaceful enjoyment of possession and the right to respect for private and family life and home.
18. Considering this, Officers will consider best practice and the approach adopted by this local authority and other local authorities to help any decision on the use of statutory powers to override easements and rights in that case was appropriate, reasonable, and necessary.
19. These considerations are set out below:
 - a. **Consideration 1:** The use of statutory powers is required in that:
 - I. The infringements cannot reasonably be avoided;
 - II. The easements to be interfered with cannot reasonably be released by agreement with affected owners;
 - III. The Development is prejudiced due to the risk of injunction and adequate attempts have been made to remove the injunction risks.
 - b. **Consideration 2:** The use of statutory powers will facilitate the carrying out of the Development;
 - c. **Consideration 3:** The Development will contribute to the promotion and improvement of the economic, social, or environmental well-being of the area and therefore be in the public interest;
 - d. **Consideration 4:** The benefits of the Development could not be achieved without giving rise to the infringements of the identified rights;
 - e. **Consideration 5:** Is it in the public interest that the Development is carried out?
 - f. **Consideration 6:** Is the public interest to be achieved proportionate to the private rights being infringed by the action of Section 203?

Criteria for application of a successful Section 203

20. The following criteria apply in relation to the application of Section 203 powers:

Considerations 1 and 2:

21. The development of the Site, in line with a granted planning permission, would result in infringement of, or interference in, one or more rights or interests as defined in Section 205(1) of the 2016 Act or breach of a restriction or covenant on or affecting the land which cannot be reasonably released or resolved. Voluntary agreements with those whose rights are affected must be sought and the council must seek such agreements, however, without certainty of extinguishment of such rights within reasonable time, the Development might not proceed.
22. The engagement of Section 203, at the appropriate time, will facilitate the Development which may not proceed without the engagement of Section 203. Without this the Development will be at risk of claims for injunctive relief from rights holders relating to actual or anticipated interference with easement rights or covenants.
23. Lengthy legal proceedings initiated by any affected party may severely affect the viability and deliverability of the Development as a whole specially as part of the funding for the Development is time critical.

Considerations 3 to 6:

24. The successful application of Section 203 requires the establishment of a compelling public interest, which in the case of this Development will bring about a material improvement of the social, environmental and economic wellbeing of the area while at the same time mitigating the impact of the additional homes on surrounding streets through the development being car-free zone. Not developing the Site would be a waste of opportunity to redevelop White City Central with new housing and reprovision of community facilities.
25. Importantly, officers would need to consider and balance the significant public benefit to be gained from the Development against the interference with the private rights of the landowners affected by the use of the delegated powers. Conclusion on the use of Section 203 would need to be proportionate and justified demonstrating a public benefit that significantly outweighs potential interference in an individual's rights including human rights and in particular Articles 1 and 8 of the ECHR. Affected landowners will need to be compensated properly and on a timely basis, in line with statutory guidance.

The Nature of the Third-Party Rights Affecting the Land

26. A third-party right is a right enjoyed by a third party over land owned by another party, one type of such third-party right, being a right of light. A right of light is a long-established legal right which can be acquired by a property by having access to, and use of, light crossing another property, for 20 years or more, after which the right is "*deemed absolute and indefeasible... unless it... was*

*enjoyed by some consent or agreement expressly made or given for that purpose by deed or writing*¹. It is anticipated that the Development will infringe the rights of light of a number of neighbouring properties in varying degrees of magnitude.

27. Any interference with a property's right of light may be prevented by an injunction granted by the Courts. Typically, developers will seek to avoid this risk by reaching private settlements with those whose properties are affected so as to release rights of light and permit interference with the rights, subject to payment of compensation. If an agreement cannot be reached, affected parties might be able to delay or prevent a development from proceeding by threatening, or seeking, an injunction.
28. Appropriation of land for planning purposes translates the right of an owner of an affected property or interest from once enforceable by an injunctable right to an entitlement to compensation only. The compensation is assessed against compulsory purchase compensation principles based on the diminution of the value of the affected property because of the interference with the right of light.

Legal power available to the Council to procure appropriate insurance

29. The Council's actions are susceptible to third party challenge, and as described above the Council may seek to insure against any costs and liabilities arising from a challenge, if one were to be made, so as to indemnify and limit the Council in respect of all costs and liabilities arising from and linked to appropriation for planning purposes of this site.
30. The Council has the power to enter into any Deeds of Indemnity or insurance required under a range of powers which include:
 - 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.
31. The Council should also be mindful of its best value duties in Section 3 of the Local Government Act 1999 which states a best value authority must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Affected Third Parties

¹ The Prescription Act 1832, section 3; Claim to the use of light enjoyed for 20 years

32. The exact number of affected parties and extent of effect may only be ascertained on the granting of an implementable planning decision. And in any case, a variation of the design of the Development that may potentially mitigate impact on third parties would be considered so long as such variation would not result in a significantly and materially different development that diminishes or eliminate the public benefits arising from this proposed Development.
33. On identification of degree and extent of impact on third parties, the council will seek voluntary settlements by agreement. However, it is anticipated that in most instances the level of interference may be negligible and not noticeable and, in some instances, may have a noticeable positive impact.

EQUALITY IMPLICATIONS

34. In deciding to proceed with the acquisition of the Site for planning purposes the council must pay due regard to its Public Sector Equality Duty (PSED), as set out in section 149 of the Equality Act 2010 (the “2010 Act”). Further information regarding how the PSED should be discharged is set out at Appendix 3.
35. While currently there are no anticipated direct negative implications (at this stage) for persons with protected characteristics, under the Equality Act 2010, by the approval of recommendations outlined in this report, any future decision on the appropriation for planning purposes would need to carefully consider potential impact.

RISK MANAGEMENT IMPLICATIONS

36. There may well be compelling reasons for the council to engage Section 203 and enable the Development to proceed: significant benefits that would be realised locally, at a time when the national economy has been severely affected following the pandemic. The Development may also bring about improvement of the social, environmental and economic wellbeing of the area whilst at the same time meeting the acute housing needs of the borough.
37. However, risks and mitigations associated with the potential use of powers to appropriate the Site for planning purposes would need to be considered at the point the use of the delegation is being considered. This is because the use of these powers is dependent on the development to be facilitated receiving a planning permission.
38. Accordingly, risks and mitigations may only be considered once the Development has received an implementable planning decision and the extent and nature of the impact of the development has been ascertained.

David Hughes, Director of Audit, Fraud, Risk and Insurance, 12 May 2022

APPENDIX 3 - PUBLIC SECTOR EQUALITY DUTY

The Public Sector Equality Duty provides (as far as is relevant) as follows:

1. A public authority must, in the exercise of its functions, have due regard to the need to:
 - eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under this Act;
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
2. Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard to the need to:
 - remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
3. Case law has established the following principles relevant to compliance with the PSED which Council will need to consider:
 - a. Compliance with the general equality duties is a matter of substance, not form.
 - b. The duty to have "due regard" to the various identified "needs" in the relevant sections does not impose a duty to achieve results. It is a duty to have "due regard" to the "need" to achieve the identified goals.
 - c. Due regard is regard that is appropriate in all the circumstances, including the importance of the area of life of people affected by the decision and such countervailing factors as are relevant to the function that the decision maker is performing.
 - d. The weight to be given to the countervailing factors is in principle a matter for the authority. However, in the event of a legal challenge it is for the court to determine whether an authority has given "due regard" to the "needs" listed in Section 149 of the 2010 Act. This will include the court assessing for itself whether, in the circumstances, the local authority has given appropriate weight to those "needs" and not simply deciding whether the authority's decision is a rational or reasonable one.

- e. The duty to have “due regard” to disability equality is particularly important where the decision will have a direct impact on disabled people. The same applies for other protected groups where a decision could directly affect them.

APPENDIX 4 – EQUALITY IMPACT ASSESSMENT

Detailed Equality Impact Assessment (EIA) is a live document that will continuously be reviewed and updated when necessary, including following procurement when the council is clear on construction programme, significant temporary works that may give rise to equality impact and any phasing completion.

Hammersmith & Fulham Equality Impact Analysis Tool H&F Equality Impact Analysis Tool

Introduction

What is an Equality Impact Assessment?

An Equality Impact Assessment (EQIA) is an improvement process which helps to determine whether our policies, practices, or new proposals will disproportionately and significantly impact on, or affect different groups or communities. It enables Council 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:

- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited under the Equality Act 2010.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The protected characteristics identified within the Equality Act 2010 are:

- Age
- Disability
- Gender reassignment
- Marriage and Civil Partnership
- Pregnancy and maternity
- Race
- Religion or belief

- Sex
- Sexual orientation

About this Equality Impact Assessment

This EQIA is for the White City Central project, which will provide approx. 268 new dwellings (based on current modelling projections) on the White City Estate and re-provide existing social and community facilities within the site.

Phase 1 of the construction phase of the development is likely to take place between 2023 and 2025, with Phase 2 likely to take place between 2025 and 2027. The scheme will likely be completed by 2027.

In recognition of the fact that residents will be impacted differently during the construction phase than they are once the development has been completed, the main body of this EIA is divided into:

- Completed development phase – this will include aspects relating to ongoing management of the development
- Construction phase

In order to ensure consistency and completeness, the potential impacts in relation to each of the protected characteristics are identified in turn. Potential impacts on other equality groups not specifically protected by the Equality Act 2010, such as carers, are also identified.

The EQIA has been developed with the project design team, including:

- Architects: Mae
- Landscape Architects: Farrer and Huxley
- Engagement Consultants: Make:Good
- Inclusive Design Consultants: Lord Consultants Ltd.

The EQIA is a living document and will be updated on a regular basis, through to and beyond completion of the development. Section 7 identifies how project impacts will be monitored during the life of the project. Information gathered through monitoring will feed into the regular EIA reviews (see Action plan, Section 8).

The owner of this EQIA is the London Borough of Hammersmith of Fulham.

Project overview

The White City Central (WCC) site is in the central area of the White City Estate, which comprises of approx. 2000 homes and a range of social and community facilities. It is situated in the White City Regeneration Area (WCRA) within the North East of the Borough, and sits between Wormholt Park and Hammersmith Park.

The final development will consist of:

- Six new residential buildings
- A Community Hub with Family Annexe
- A nursery
- Outdoor play and leisure facilities, including:
 - A community square
 - An SEN playground
 - An adventure playground
 - An outdoor gym
 - Residential courtyards
 - Community gardens

The goals for the development, set out in the Strategic Brief (May 2020) are to:

- Create additional high quality affordable housing.
- Provide modern community facilities.
- Enhance the open space and play provision.
- Support thriving neighbourhoods.
- Generate multiple sustainable and long-term revenue streams.
- Generate enough value for the project to be self-financing.
- Provide flexible spaces that can be used by community groups and the Council.
- Meet the Council's objective to "do things with residents, not to them".

Executive summary

Impacts of completed development

Disproportionately positive potential impacts were identified for equality groups relating to all of the protected characteristics, aside from marriage and Civil Partnership.

Headlines from these include:

- New residential units will be more accessible than existing ones, benefitting older and disabled people.

- Common parts of residential blocks will be more accessible than existing ones, benefitting older and disabled people and women, who provide more care for children and older and disabled relatives.
- The public realm will be more accessible than currently, benefitting older and disabled people and women, who provide more care for children and older and disabled relatives.
- Additional benefits of the improved public realm include:
 - Seating spaced at max. 50m distances will benefit pregnant women in addition to older and disabled people.
 - Improved lighting will benefit women, who are more likely to experience street harassment, and people at risk of hate crime, including disabled people, trans and non-binary people, people from BAME communities, people of some faiths, including Jewish and Muslim people, and LGBTQI+ people.
 - Increased cycle parking will benefit men, who are more likely to cycle.
 - Provision of cycle hoops spaced at 1.2m will benefit disabled cyclists using accessible and adapted cycles and women, who are more likely to take trips using cargo bikes.
- Community buildings will be more accessible than currently, benefitting older and disabled people and women, who provide more care for children and older and disabled relatives.
- Additional benefits of the improved community buildings include:
 - Provision of gender neutral toilets, benefitting trans and non-binary people
 - Increased access to toilets across the estate – partly due to provision of gender-neutral toilets – benefitting pregnant women and women who have recently given birth in addition to older and disabled people.

Actions to support the realisation of some of the benefits have been identified, outlined in Section 8.

No disproportionately negative potential impacts on residents of the completed development in relation to any of the protected characteristics were identified.

Impacts of construction phase

The construction phase will potentially have a negative impact on all residents. No positive impacts were identified.

Disproportionately positive negative impacts were identified for equality groups relating to all of the protected characteristics, including:

- Children may perceive building sites as exciting places to play, and risk having accidents by entering these.
- Any access barriers within the public realm created by temporary changes during construction works – e.g. pavement closures – may disproportionately negatively impact on older people, disabled people, and women, who provide more care for children and older and disabled relatives.

- Any air pollution created by construction work may disproportionately negatively impact on people who are at higher risk, including older people, children and people living with lung conditions.
- Women may feel concerned about their personal safety close to building sites due to the risk of street harassment perpetrated by construction workers – even if actual incidents of this are lower than expected.
- People from some equality groups who experience hate crime, including trans and non-binary people, people from BAME communities, people of some faiths and LGBTQI+ people, may similarly feel concerned about their person safety close to building sites due to the risk of street harassment perpetrated by construction workers – although no specific evidence was identified to confirm this.

Mitigating actions have been identified for all negative impacts captured. It is also noted that the construction phase is temporary, albeit long term.

Decision

Based on the findings of the EIA to date, the recommended decision is to:

- Continue with the project, providing the actions identified in Section 8 of the EQIA are delivered.

General project approach to equality and inclusion

In order to ensure that the development meets the needs of residents, extensive consultation and engagement has taken place with residents and other relevant stakeholders, including service providers currently operating out of the estate's community facilities. The design is also being co-produced with a group of residents – the White City Estate Residents' Advisory Panel (WCERAP). This group consists of a diverse range of residents, including a disabled resident, to help ensure that the development is inclusive.

Reflecting H&F's particular focus on co-production with disabled residents, additional consultation and engagement has taken place with the Council's Disability Forum Planning Group and local disability organisations Action on Disability and Parents Active. Additionally, the design team have undertaken Disability Equality and Inclusive Design training.

In order to ensure that the needs of a diverse range of residents are met during the construction phase, the Residents' Construction Sub-committee, required by the Defend Council Homes policy, will consist of a diverse range of residents, and the appointed construction contractor will be required to ensure that their staff work in ways that are inclusive.

APPENDIX 5 – SECTION 105 CONSULTATION

Summary of Section 105 consultation.

This statutory consultation requires the council to consult with tenants regarding matters that affect housing tenancies and management. The council will commence this process in November 2022, based on planning-equivalent scheme proposals. The Section 105 document will be sent to all residents on the White City Estate, requesting their comments to the following proposals:

- Public Open Space provision
- Parking
- Routes to access the estate
- Community Facilities
- Meanwhile use

N.B: The same residents have already been engaged with, as part on the wider communication and consultation strategy for the scheme.

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 10/10/2022

Subject: New Funding for Affordable Homes in Hammersmith and Fulham

Report of: Cabinet Member for the Economy – Councillor Andrew Jones

Report author: Labab Lubab – Development Programme Manager

Responsible Director: Jon Pickstone – Strategic Director for the Economy

SUMMARY

This report seeks Cabinet's approval to enter into a funding agreement with the Greater London Authority (GLA), for the delivery new affordable homes in Hammersmith and Fulham.

The council has successfully secure £32.3m of grant from the GLA's Affordable Housing Programme 2021 – 2026 (AHP 21-26). This will be used to fund 394 new affordable homes in the borough. The council is also investing resources to renew community assets, such as schools, community and civic spaces and taking a leading role in 'Building Shared Prosperity' and 'Taking Pride in H&F'.

These new affordable homes form part of the council's development programme of 1800 new homes and are a significant step toward meeting the council's commitment to see 3000 new, energy efficient affordable homes built or underway in the borough over the next 4 years.

RECOMMENDATIONS

1. That Appendix 1 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. To approve entering into a funding agreement with the GLA for the Affordable Housing Programme 2021-26 for funding the total amount of £32,304,000
 3. To delegate approval of variations to the terms of the funding agreement with the GLA (including grant amounts per project) to the Strategic Director for the Economy, in consultation with Director for Finance.
-

Wards Affected: ALL

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	By entering into the funding agreement, the council will be able to fund the delivery of much needed affordable housing in the borough. Each proposed scheme will use the council's Social Value strategy to ensure that local businesses and residents benefit from the contracts that are procured down the line.
Creating a compassionate council	The funding that has been secured will help the council deliver much-needed homes to meet the acute need in the borough.
Doing things with local residents, not to them	The council's development programme is one of the first areas of council operation to fully adopt and embed the principles of co-production. All developments, including grant funded ones, will be subject to extensive engagement and have resident involvement built into the process for developing scheme designs from initial feasibility to more detailed designs
Being ruthlessly financially efficient	Every proposed development included in the council's bid for funding has been appraised and shows that it is financially viable and capable of delivering long term returns for the Council. This is achieved through extensive engagement with finance colleagues, throughout the lifetime of each project, in addition to creating additional control steps ahead of submission for formal governance approval.
Taking pride in H&F	The funding will help enable the schemes will delivery of quality homes in the borough in addition to improved community facilities. Officers will also encourage inclusion of carbon neutral design proposals and green initiatives where possible.
Rising to the challenge of the climate and ecological emergency	Each project in the council's development programme currently delivers enhanced level of energy efficiency and carbon reduction levels.

Financial Impact

The strategic financial objectives for the Housing Revenue Account (HRA) include creating a platform from which a significant number of new homes can be built from the optimisation of capital funding sources, including capital receipts, grants, partnership contributions and borrowing. The delivery of new homes is expected to generate significant revenue income that will financially support the HRA over the longer-term.

This agreement will contribute towards this strategic objective by providing potential capital grant funding of £32,304,000 towards the provision of 394 homes across the 10 development sites detailed in Appendix 1.

Each of the 10 sites is at a different stage of development and will need to satisfy the Council's governance, affordability, and viability requirements before start on site is agreed and the grant drawn down.

There is risk that adjustments may need to be made to some schemes and that the grant sums may differ. Any such variations will need to be agreed in advance with the GLA.

Finance Comments provided by Andrew Lord, Head of Finance, Strategic Planning and Investment. 7th June 2022.

Verified by: Sukvinder Kalsi, Director of Finance, 26 August 2022

Legal Implications

1. This report seeks the approval to enter into a new funding agreement with the Greater London Authority (GLA) for the new affordable housing programme (2021 – 2026).
2. The funding agreement is on standard grant funding terms and I would highlight the following key provisions:
 - a. **Clause 17** – Withholding of grant: this clause sets out the situations in which the grant could be withheld.
 - b. **Clause 18** – Repayment of grant: this clause sets out where repayment of the grant can be required.
 - c. **Clause 19** – Default events & termination: this clause lists circumstances in which the Grant Agreement can be terminated.

Joginder Bola, Senior Solicitor (Contracts & Procurement), 13 June 2022

Background Papers Used in Preparing This Report

N/A

STRATEGIC CONTEXT

1. In 2019, the council launched the Building Homes and Communities Strategy, through which it committed to using its assets to:
 - Build up to 1,800 new homes in the borough over 10 years.
 - Utilise assets to help manage demand and avoid costs, for instance from specialist housing or temporary accommodation
 - Generate long-term sustainable income for the council to safeguard frontline services
2. More recently, the council pledged to secure up to 3,000 new affordable homes over the next four years through a range of avenues including the development programme, partnership initiatives and the planning pipeline.
3. To turn the council's house-building ambitions into a reality, officers regularly explore external funding opportunities to supplement the council's own resources. This GLA funding will help the council maximise the provision of affordable homes, in particular the much-needed low cost rental housing, such as social rent homes.
4. The council has already demonstrated its commitment to building as many affordable homes as possible in its projects. This is exemplified Hartopp and Lannoy scheme which aims to deliver 134 new homes, of which 112 will be affordable (84%). This scheme was part-funded under the GLA's previous affordable housing programme (2016-23).
5. Not only that, but the scheme will also be built as operationally net-zero (PassivHaus Classic standards), which means incoming tenants could benefit from savings of up to 60% in their energy bills. This is how the council will rise to the cha, which will alleviate fuel poverty for some of the most vulnerable in our borough.

Affordable Housing Programme 2021-2026

6. The GLA launched the AHP 2021-26 in November 2020, with bids submitted between February and April 2021. The prospectus invited bids from strategic partners, like the council, to bid for GLA funding to help subsidise the costs of building of new affordable homes in the borough.
7. Officers undertook full financial appraisals for schemes in the Council's development programme and submitted a bid to the GLA April 2021 to enable delivery of new 397 affordable homes.
8. Following assessment and adjudication, the GLA notified the successful bidders in September 2021 with the council securing funding for 194 affordable homes across 6 named sites across the borough and for indicative allocations for a further 200 affordable (estimated across 4 further sites). Details of the council's bid can be found in exempt Appendix 1. These include:

- The White City Central scheme where the council has collaborated with the local community on plans that will deliver 268 new homes, 134 of them affordable, as well as community facilities and a re-provided nursery. The council secured GLA funding to help meet the cost of 107 of the affordable homes.
 - The redevelopment of the Mund Street school site on the Gibbs Green estate which will deliver 100 new homes, half of which will be affordable with GLA funding supporting delivery of 38 of them.
 - The infill sites approved by Cabinet in July 2022 of Becklow Gardens, Barclay Close, The Grange garages (W12) and land near Jepson House which will see around 80 new homes delivered, of which 49 will be affordable, and all 49 are supported by GLA grant.
 - The bid also includes an indicative allocation for 200 affordable homes currently allocated across 4 sites. This component of the grant is expected to include the community schools' projects at Avonmore and Flora Gardens, which will deliver 100 affordable homes across both sites, as well re-provide new, modern schools.
9. Following assessment and adjudication, the GLA notified the successful bidders in September 2021, with the signing of the funding agreements expected by end of summer 2022.
 10. The funding agreement requires the council, and all other successful bidders, to start the construction phase of each project by 31 March 2026. In addition, projects must be completed by 31 March 2029. The council's proposed developments sites included in the programme currently meet this criteria.
 11. The council will progress each project through the appropriate governance process and secure the applicable permissions. This will range from seeking and funding and procurement approvals through the council's usual governance process, to applying for and obtaining, Planning permission for each development.
 12. The council will undertake to utilise all GLA funding in accordance terms of the funding agreement, and will also continue to adhere to its 'Ruthlessly Financially Efficient' value in assessing and progressing each project.

Reasons for Decision

13. Entering into the AHP 2021-26 funding agreement with the GLA, will enable the council to drawdown the allocated funding, as needed, to facilitate the delivery of the 394 new affordable homes in the borough.

Equality Implications

14. It is not anticipated that there will be any direct negative impact on any groups with protected characteristics, under the terms of the Equality Act 2010, from the entering into funding agreements with the GLA.
15. For any housing developments utilising the funding, officers will ensure that all equality implications are fully considered.

Risk Management Implications

16. Risks in relation to entering into the AHP 2021-26 funding agreement include:
17. The Council must meet the requirements of the funding agreement (to assist the Council in the construction of affordable housing which will be owned and operated by a local authority) and start on site requirements, which may not be met if the Council experiences delays.
18. Securing appropriate permissions for the identified schemes.
19. If the conditions of the funding are not met, the GLA could withhold grant or ask for repayment.
20. The GLA funding is a contribution to the development costs. The Council will need to identify additional sources of funding once the cost of these schemes has been established.
21. Officers will need to ensure that appropriate programme and risk management arrangements are put in place to monitor the delivery of the projects in line with the grant funding requirements and permissions granted.

David Hughes, Director of Audit, Fraud, Risk and Insurance, 15 June 2022

Climate and Ecological Emergency Implications

22. It is not anticipated that there will be any direct negative impact on Climate and Ecology from the entering into funding agreements with the GLA.
23. However, to rise to the challenge of the climate and ecological emergency and help achieve the Council's zero carbon aims, officers have embedded additional design principles in all projects, that will reduce greenhouse gas emissions above and beyond the most recently published Building Regulations

(Part L). This is in addition to meeting the council's own Climate and ecology policy objectives.

24. Each scheme will be subject to further scrutiny as it progresses through the Council's governance processes for funding approval.
25. Where feasible, schemes could also be designed to be operationally net-zero carbon projects, such as the council's exemplar Hartopp and Lannoy Project which has been submitted for planning approval in May 2022.

Hinesh Mehta, Head of Climate Change 21 June 2022

LIST OF APPENDICES

Appendix 1 – EXEMPT

Agenda Item 13



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. 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 OCTOBER 2022 UNTIL APRIL 2023

The following is a list of Key Decisions which the Authority proposes to take from October 2022. 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*

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) 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

Leader	Councillor Stephen Cowan
Deputy Leader	Councillor Ben Coleman
Cabinet Member for Children and Education	Councillor Alex Sanderson
Cabinet Member for Civic Renewal	Councillor Bora Kwon
Cabinet Member for Climate Change and Ecology	Councillor Wesley Harcourt
Cabinet Member for Economy	Councillor Andrew Jones
Cabinet Member for Finance and Reform	Councillor Rowan Ree
Cabinet Member for Housing and Homelessness	Councillor Frances Umeh
Cabinet Member for Public Realm	Councillor Sharon Holder
Cabinet Member for Social Inclusion and Community Safety	Councillor Rebecca Harvey

Key Decisions List No. 119 (published 29 September 2022)

KEY DECISIONS LIST – FROM OCTOBER 2022

The list also includes decisions proposed to be made by future Cabinet meetings

Where column 3 shows a report as EXEMPT, the report for this proposed decision will be considered at the private Cabinet meeting. Anybody may make representations to the Cabinet to the effect that the report should be considered at the open Cabinet meeting (see above).

* All these decisions may be called in by Councillors; If a decision is called in, it will not be capable of implementation until a final decision is made.

Decision to be Made by	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 AND OFFICER DECISIONS				
Finance				
Cabinet Member for Climate Change and Ecology, Cabinet Member for Public Realm	October 2022	Highways Planned Maintenance Programme 2020-21 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 Act 1980.	Cabinet Member for Public Realm	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: Ian Hawthorn Tel: 020 8753 3058 ian.hawthorn@lbhf.gov.uk	
Cabinet Member for Climate Change and Ecology, Cabinet Member for Public Realm	October 2022	Proposals for the Noise and Nuisance team's revised service hours Review of the Hours of operation of the borough's Noise & Nuisance service	Cabinet Member for Public Realm	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	

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 Housing and Homelessness	October 2022	Replacement of Spandrel Panels (Medium and Low Risk Properties) 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 and Homelessness	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	
Cabinet Member for Social Inclusion and Community Safety	October 2022	Third Sector Investment Fund Report to agree forward plan for 3SIF.	Cabinet Member for Social Inclusion and Community Safety	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	October 2022	Climate Education 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	

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>)
Deputy Leader	October 2022	Public Health Budget Approval - Primary Care Activity Budget approval report for public health funded services within primary care from April 2021-March 2024.	Deputy Leader, 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: Nicola Ashton Tel: 020 8753 5359 Nicola.Ashton@lbhf.gov.uk			
Chief Executive	October 2022	Collaborative Delivery Agreement Variation 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			
Strategic Director of the Economy Department	October 2022	Modification of construction Contract of 10 genuinely affordable new homes in Spring Vale Estate 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):	
	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 (other relevant documents may be submitted)
Strategic Director for the Environment	October 2022	Healthy School Streets- a public health approach to infrastructure on highways and air quality monitoring 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 Public Realm	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 Climate Change and Ecology, Cabinet Member for Public Realm	October 2022	Decarbonising Macbeth and Broadway Centres Public sector decarbonisation grant funding and match funding to implement air source heat pumps and energy efficiency measures at Macbeth and Broadway Centres.	Cabinet Member for Climate Change and Ecology	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: Hinesh Mehta Hinesh.Mehta@lbhf.gov.uk	
Strategic Director for the Environment	October 2022	Hammersmith Park - Improvements This relates to the possible partnership between H&F and a developer to make improvements	Cabinet Member for Climate Change and Ecology	A detailed report for this item will be available at least five working days
	Reason: Expenditure/Income		Ward(s): Shepherds Bush	

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)
	Income above £300K - Revenue up to £500k and Capital up to 1.5m	to the bowling green (and possibly the play area) within Hammersmith Park to an estimated value of £450k. There may be financial contributions from both sides covered by agreed Heads of Terms / conditions. Once the details and principles are agreed a report will be forthcoming to seek approval to proceed.	Green Contact officer: Silvera Williams Silvera.Williams@lbhf.gov.uk	before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Strategic Director for the Environment	October 2022	Bishops Park - Improvement Programme This relates to a range of projects to be delivered in Bishops Park. The projects are to be funded through s106 contributions and rental / revenue income received in relation to the Fulham FC stadium development. The report will outline how the monies received will be allocated to various improvement projects in the park	Cabinet Member for Climate Change and Ecology	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): Contact officer: Silvera Williams Silvera.Williams@lbhf.gov.uk	
Strategic Director of the Economy Department	October 2022	Variation of the Land Sale Agreement - Watermeadow Court Variation of the terms of the land sale agreement on Watermeadow Court	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 over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): Sands End Contact officer: Matthew Rumble, Kharon Williams Tel: 07767 78 79 36 matt.rumble@lbhf.gov.uk, kharon.williams@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 Housing and Homelessness	October 2022	Stack Descale Planned Programme To approve procurement for a 1 year planned programme to deliver soil stack descals across selected housing blocks.	Cabinet Member for Housing and Homelessness	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: Emma Lucas Tel: 07827883247 Emma.Lucas@lbhf.gov.uk	
Cabinet Member for Social Inclusion and Community Safety	October 2022	Decision on whether to introduce a Public Space Protection Order in relation to responsible dog ownership This report will outline the result of a public consultation into whether to introduce a Public Space Protection Order in relation to responsible dog ownership across the whole borough	Cabinet Member for Social Inclusion and Community Safety	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: Beth Morgan, Laura Seamons Tel: 020 8753 3102, Tel: 07786965292 beth.morgan@lbhf.gov.uk, laura.seamons@lbhf.gov.uk	
Strategic Director for the Environment	18 Oct 2022	South Fulham TCPR West Scheme Launch of an experimental scheme via the making of an experimental traffic order for the South Fulham TCPR West Scheme also known as a South Fulham clean air neighbourhood scheme. The clean air neighbourhood scheme forms part of the Councils wider ambition for Clean Air		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: Affects 2 or more wards		Ward(s): Palace & Hurlingham; Parsons Green & Sandford; Fulham Town Contact officer: Masum Choudhury Masum.Choudhury@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)
		Neighbourhoods.		considered.
Cabinet Member for Social Inclusion and Community Safety, Cabinet Member for the Economy	October 2022	Construction Code of Practice The Council's Noise and Nuisance team would like to publish a Code of Practice for Construction Work. By publishing an approved Code of Construction Practice the council will set out clear requirements for how construction works should be carried out. This will help to ensure that all impacts from those works e.g. noise or dust complaints, are minimised.	Cabinet Member for the Economy, Cabinet Member for Social Inclusion and Community Safety	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: Hashith Shah Tel: 020 8753 6693 Hashith.Shah@lbhf.gov.uk	
Cabinet Member for Children and Education	9 Oct 2022	High Needs Alternative Provision 2023/24 Place Commissioning Hammersmith & Fulham (H&F) is responsible for ensuring sufficient local provision for children and young people with special educational needs. This includes ensuring there is suitable provision and sufficient numbers and types of specialist placements to meet needs in H&F. This paper summarises the place commissioning intentions for the 2023/24 academic year at establishment level for Alternative Provision.	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards Contact officer: Joe Gunning Tel: 07769672031 Joe.Gunning@lbhf.gov.uk	
Cabinet Member for Children and Education	9 Oct 2022	High Needs Academies and Post 16 2023/24 Place Commissioning Hammersmith & Fulham (H&F) is responsible for ensuring sufficient local provision for children and young people with special educational needs. This includes ensuring there is suitable provision	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
	Reason: Affects 2 or more wards		Ward(s): All Wards Contact officer: Joe Gunning Tel: 07769672031 Joe.Gunning@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 sufficient numbers and types of specialist placements to meet local and regional needs in H&F. This paper summarises the place commissioning intentions for the 2023/24 academic year at establishment level for academies and Post 16 settings.		supporting documentation and / or background papers to be considered.
Cabinet Member for Children and Education	9 Oct 2022	High Needs Maintained Schools 2023/24 Place Commissioning Hammersmith & Fulham (H&F) is responsible for ensuring sufficient local provision for children and young people with special educational needs. This includes ensuring there is suitable provision and sufficient numbers and types of specialist placements to meet local and regional needs in H&F. This paper summarises the place commissioning intentions for the 2023/24 academic year at establishment level for maintained schools.	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards Contact officer: Joe Gunning Tel: 07769672031 Joe.Gunning@lbhf.gov.uk	
Cabinet Member for Social Inclusion and Community Safety	December 2022	Decision on whether to introduce a Public Space Protection Order (PSPO) in relation to the use of E-scooters, E-bikes, and Pedal Cycles This report will outline the result of a public consultation into whether to introduce a Public Space Protection Order in relation to the use of e-scooters, e-bikes and pedal cycles across the Thames Path.	Cabinet Member for Social Inclusion and Community Safety	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): Ravenscourt; Hammersmith Broadway; Fulham Reach; Munster; Palace & Hurlingham; Sands End Contact officer: Charis Champness, Beth Morgan, Neil Thurlow Tel: 020 8753 3102, Charis.Champness@lbhf.gov.uk, beth.morgan@lbhf.gov.uk, Neil.Thurlow@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)
Resources				
Cabinet Member for Housing and Homelessness	October 2022	Procurement Strategy – Dry to Wet Riser Conversion Works in Six (6) Blocks 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 and Homelessness	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	
Director Children's Services	October 2022	Call-off Contract Extensions for Semi-Independent Living Support Providers 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 services during the current Covid-19 outbreak.	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: Will Parsons Tel: 0776 848 6764 Will.Parsons@lbhf.gov.uk	
Director Children's Services	October 2022	Approval to agree contract with Family support Service (FSS) 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 background
	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)
				papers to be considered.
Cabinet Member for Finance and Reform	October 2022	Procurement Strategy for Land and Property System 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 Finance and 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 - 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	
Cabinet Member for Children and Education	October 2022	Contract Extensions on Family Support (FS) Framework 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 Reform	October 2022	Egyptian House - new housing and community facilities 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	Cabinet Member for the Economy, Cabinet Member for Finance and 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
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): 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 (<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.		background papers to be considered.
Strategic Director of the Economy Department	October 2022	Contract extension for Floating Support Service 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.
	Ward(s): All Wards			
	Contact officer: Ayesha Ovaisi Tel: 020 8753 5584 Ayesha.Ovaisi@lbhf.gov.uk			
Cabinet Member for Finance and Reform	October 2022	MFD Reprocurement 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 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 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	October 2022	Farm Lane Site - Contract Award for Design Team 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): Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	
Cabinet Member for the Economy	October 2022	Farm Lane Site - Contract Award for Control Team 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): Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	
Cabinet Member for the Economy	October 2022	Lillie Road Site - Design Team Award Report 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): Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	

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Cabinet Member for the Economy	October 2022	Lillie Road Site - Control Team Award Report 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): Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	
Deputy Leader	October 2022	Contract extension for Floating Support Service Agree a contract extension as permitted under the original contract award for plus 2 years to Hestia for floating support services	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: 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	October 2022	Day Opportunities Contract awards Contract awards for three day centres for older people	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: Affects 2 or more wards		Ward(s): All Wards Contact officer: Lisa Henry Tel: 07584522952 Lisa.Henry@lbhf.gov.uk	

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Strategic Director of the Economy Department	October 2022	<p>Procurement Strategy - Caretakers Lodges</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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 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>		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		<p>Ward(s): All Wards</p> <p>Contact officer: Hannah parrott, Jonathan Skaife</p> <p>Jonathan.Skaife@lbhf.gov.uk</p>	

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Deputy Leader	October 2022	Extension of Incumbent Homecare Contracts This report seeks Cabinet member approval for the extension of the existing homecare contracts for 1year + 6 months + 6months.	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: Affects 2 or more wards		Ward(s): All Wards	
	Contact officer: Christine Williams Christine.Williams@lbhf.gov.uk			
Cabinet Member for Housing and Homelessness	October 2022	Contract Award, Edward Woods external wall safety works 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 and Homelessness	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			
Strategic Director of the Economy Department	October 2022	Procurement Strategy - Roof Repair Programme 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	
	Contact officer: Nilesh Pankhania Nilesh.Pankhania@lbhf.gov.uk			

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Cabinet Member for Children and Education	October 2022	Procurement Strategy for Young Persons and Care Leaver's Semi-independent Living 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): All Wards Contact officer: Will Parsons Tel: 0776 848 6764 Will.Parsons@lbhf.gov.uk	
Cabinet Member for Children and Education	October 2022	Semi Independent Living Contract (SIL) Providing the provision of SIL across Care Leavers and Young Persons at Risk Pathway	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: Adie Smith Tel: 07554 222 716 adie.smith@lbhf.gov.uk	
Deputy Leader	October 2022	Direct Award to Incumbent Substance Misuse Service Providers This report seeks the approval of a direct award of one year plus six months, (1+6m) 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	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: Rebecca Richardson Tel: 07827879659 rebecca.richardson@lbhf.gov.uk	

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Strategic Director for the Environment	October 2022	Refuge Direct Award 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	October 2022	Extension of Healthy Hearts Contract Extension of contract with Thrive Tribe to provide a stop smoking service and a cardio vascular disease prevention programme.	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 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 Reform	October 2022	Contract Award - Revenue and Benefits Contract for the supply of software and associated support	Cabinet Member for Finance and 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 - 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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Director Children's Services	October 2022	Child and Adolescent Mental Health Services (CAMHS) for 21/22 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	
Strategic Director of the Economy Department	October 2022	Procurement Strategy for direct award of a contract for a multi-disciplinary consultant for the major refurbishment of Charecroft Estate W12 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	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): Addison Contact officer: Vince Conway, Richard Buckley Tel: 020 8753 1915, Vince.Conway@lbhf.gov.uk, richard.buckley@lbhf.gov.uk	
Cabinet Member for Children and Education	October 2022	Award to the Travel Care Taxi Services Framework 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 £300K		Ward(s): All Wards Contact officer: Joe Gunning Tel: 07769672031 Joe.Gunning@lbhf.gov.uk	

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Cabinet Member for the Economy	October 2022	CONTRACT AWARD REPORT: Responsive Capital reserve contract 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	
Strategic Director of the Economy Department	October 2022	White City Central - Variation to the appointments of Mae, Curtins, 24 Acoustics, Make:Good and Farrer Huxley to include RIBA 3A This report concerns the proposed development of the site known as White City Central area ("site"). The report seeks the approval for the variation of existing contracts for stage RIBA 3A to assist in the procurement of the main contractor.	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: Tarie Chakare, Ayesha Ovaisi Tel: 020 8753 5584 tarie.chakare@lbhf.gov.uk, Ayesha.Ovaisi@lbhf.gov.uk	
Leader of the Council	October 2022	Request for a Re-Purposing of the Stock Condition Capital Budget for the IHMS 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 and Homelessness	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: Dorothy Sturzaker Dorothy.Sturzaker@lbhf.gov.uk	

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Cabinet Member for Children and Education	October 2022	Caretaker Lodges- Letting Agency Procurement To lease the four caretaker lodges in the first phase of the Caretaker Lodge project to a letting agency to manage the tenancies & properties in partnership with H&F- details of allocations of responsibilities to be agreed. This is part of the Caretaker Lodges Project to provide local low rent teacher accommodation to increase teacher retention in LBHF and maintain outstanding education provision in the borough.	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: Lydia Sabatini Lydia.Sabatini@lbhf.gov.uk	
Cabinet Member for Social Inclusion and Community Safety	October 2022	Award for Violence Against Women and Girls Services Award report for VAWG services - Integrated Support Service	Cabinet Member for Social Inclusion and Community Safety	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	
Strategic Director of the Economy Department	October 2022	Relief contractor for Housing Repairs Procurement Strategy for procuring a contractor from a framework to address a backlog of disrepair cases, voids and major repairs.	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
	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	

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				considered.
Cabinet Member for Housing and Homelessness	October 2022	Procurement Strategy for H&F Maintenance 'DLO' Roofing Subcontractor This report seeks approval to procure a roofing subcontractor to carry out roofing repairs, on behalf of H&F Maintenance 'the DLO', via a restricted tender process to Small and Medium-sized Enterprises (SME's). This is permitted for high-value contracts under contract standing order 4.8. The DLO has responsibility for carrying out repairs to communal areas for the majority of our council housing stock and requires a subcontractor to refer roofing repairs to, due to the specialist nature of these works, in order to fulfil our duties as landlord to keep our buildings safe and in good repair.	Cabinet Member for Housing and Homelessness	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: Claire Horn Tel: 07860 649 918 Claire.horn@lbhf.gov.uk	
Cabinet Member for Housing and Homelessness	Before 18 Oct 2022	Procurement strategy for DLO vehicle supplier Hammersmith and Fulham Maintenance and the Fire Safety Works team, aka the 'DLO' has been delivering communal repairs and maintenance across the borough since April 2019. It's initial procurement approval for vehicle hire expired in June 2020. However, it has continued to lease vehicles from Northgate Vehicles on a flexi-contract since then. This paper seeks approval to note and ratify that use, and to approve procurement of a new contract going forward	Cabinet Member for Housing and Homelessness	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: Claire Horn Tel: 07860 649 918 Claire.horn@lbhf.gov.uk	

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Cabinet Member for Public Realm	18 Oct 2022	Grounds Maintenance Procurement Grounds maintenance procurement strategy was approved by Cabinet on 1st June 2020. This procurement has 4 Lots: Lot 1 Parks, Highways and Cemeteries, Lot 2 Housing (Economy department), Lot 3 Wormwood Scrubs, Lot 4 Trees. Each lot will need approval to accept the best tendered offer.	Cabinet Member for Public Realm	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 Gill Tel: 07833482119 richard.gill@lbhf.gov.uk	
Cabinet Member for Housing and Homelessness	October 2022	Variations to (Housing) Gas, Electrical and Out of Hours Call Handling contracts A report detailing proposed variations to three contracts following Annual Review of contract performance.	Cabinet Member for Housing and Homelessness	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
			Contact officer: Richard Buckley richard.buckley@lbhf.gov.uk	
Cabinet Member for the Economy	October 2022	AWARD OF CONTRACT AND PROCUREMENT STRATEGY FOR THE COUNCIL'S LAND AND PROPERTY-BASED IT SYSTEM Award of contract and procurement strategy for the council's land and property-based it system	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): All Wards	
			Contact officer: Davina Barton Davina.Barton@lbhf.gov.uk	

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Cabinet Member for Children and Education	October 2022	Procurement Strategy to Develop Parenting Assessment Framework Open tender exercise to regularise contract arrangements and enable best value from independent social work led parenting assessments for Children's Social Care.	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:		Ward(s): All Wards	
			Contact officer: Will Parsons Tel: 0776 848 6764 Will.Parsons@lbhf.gov.uk	
Cabinet Member for the Economy	October 2022	Mund Street - Appointment of Design Team Contract 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):	
			Contact officer: Patrick Vincent Patrick.Vincent@lbhf.gov.uk	
Director of Finance	18 Oct 2022	Digital Services future network and security infrastructure The purchase of networking hardware to support new services and sites being set up. Equipment is required to establish secure on-site connectivity and futureproof infrastructure.	Cabinet Member for Finance and 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 above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
			Contact officer: Ramanand Ladva Tel: 07493864847 Ramanand.Ladva@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 Children and Education	October 2022	Coordination of the Holiday Activision and Food Programme offer across the London Borough of Hammersmith and Fulham Procurement of coordination services for the local delivery of the Holiday Activity and Food Programme in 2022 with possible extensions up to 2024.	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: Marcus Robinson Marcus.RobinsonCHS@lbhf.gov.uk			
Cabinet Member for Social Inclusion and Community Safety	October 2022	Award Report for Refuge services This report seeks approval to award a contract to deliver refuge services from April 2022 to March 2027. This contract will support women and children experiencing domestic abuse and other forms of violence against women and girls.	Cabinet Member for Social Inclusion and Community Safety	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: Beth Morgan Tel: 020 8753 3102 beth.morgan@lbhf.gov.uk			
Strategic Director of the Economy Department	October 2022	Warm Works contract Awarding a contract to carry out energy efficiency and low-carbon retrofits for low-income households in the private sector, as part of a wider London consortium and Government grant 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): All Wards	
	Contact officer: David McNulty David.McNulty@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 Children and Education	October 2022	Maintained Nursery Grant Funding Approve maintained nursery funding for academic year 22/23 at current levels from early years block	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			
Strategic Director of the Economy Department	18 Oct 2022	Procurement Strategy & Award of Air Source Heat Pumps We are proposing to let and award a contract for the supply and installation of air to water source heat pump system (s) at 105 Greyhound Road, W6 8NL and the Public Mortuary at 200 Townmead Road, SW6 2RE.	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): Sands End	
	Contact officer: Sebastian Mazurczak Tel: 020 8753 1707 Sebastian.Mazurczak@lbhf.gov.uk			
Cabinet Member for Housing and Homelessness	18 Oct 2022	Procurement Strategy – Electrical Lateral Mains Upgrade Works (19 Blocks) Procurement Strategy to procure a contractor to carry out upgrade/replacement works in relation to Electrical Lateral Mains (ELMs) across 19 blocks. ELMs provide the electrical distribution system in multi-occupancy buildings (landlord electrical distribution infrastructure).	Cabinet Member for Housing and Homelessness	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			

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 Housing and Homelessness	October 2022	Contract Award Report - Consultancy Services Framework Contract award report in relation to the appointment of specialist external consultants to deliver professional services for the Economy Department covering: Multi-disciplinary services (such as Quantity Surveyors, Contract Administrators, Project Managers, Principal Designers including CDM Consultants/Advisors, Building Surveyors and Employers Agents including a combination of such services); Engineering Services (such as Mechanical & Electrical and Civil and Structural); Architectural Services; Clerk of Works Services; and Fire Consultancy Services. The Consultancy Services Framework Agreement comprises eight (8) lots and will run for a period of four (4) years.	Cabinet Member for Housing and Homelessness	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 £300K		Ward(s): All Wards Contact officer: Dominic D Souza Dominic.DSouza@lbhf.gov.uk	
Leader of the Council	18 Oct 2022	Open Market Acquisition The authority to acquire residential properties to accelerate the delivery of genuinely affordable housing in the borough, to meet the urgent need for affordable housing.	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 over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards Contact officer: Mo Goudah mo.goudah@lbhf.gov.uk	
Cabinet Member for Climate Change and Ecology	February 2023	Decarbonisation of non-domestic properties - contract award This Key Decision is a notice to award a contract following a mini-	Cabinet Member for Climate Change and Ecology	A detailed report for this item will be available at least five working days
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards	

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	income over £5m & policies or new income, reserves use, overspend over £300K	competition which accessed the REFIT framework. The contract will deliver decarbonisation measures, reducing carbon emissions in H&F non-domestic properties and will contribute to the H&F net zero carbon target.	<div> Contact officer: Jonathan Skaife Jonathan.Skaife@lbhf.gov.uk </div>	before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet Member for Housing and Homelessness	October 2022	Variations to Housing Repairs Contract Contract variation to existing housing repairs contract	Cabinet Member for Housing and Homelessness	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:		Ward(s): All Wards	
			Contact officer: Emma Lucas Tel: 07827883247 Emma.Lucas@lbhf.gov.uk	
Strategic Director of the Economy Department	October 2022	Direct Contract Award - Complex Repairs and Voids To direct award a contract for Complex Repairs and Voids.		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:		Ward(s): All Wards	
			Contact officer: Emma Lucas Tel: 07827883247 Emma.Lucas@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 Social Inclusion and Community Safety	December 2022	Co-Located Independent Domestic Violence Advisors (IDVA) Contract Joint re-commissioning of IDVA provision across Community Safety, Housing and Children's Social Care services. This will be a two-year contract.	Cabinet Member for Social Inclusion and Community Safety	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: Neil Thurlow Neil.Thurlow@lbhf.gov.uk	
Cabinet Member for Children and Education	3 Oct 2022	Early Intervention Procurement Procurement strategy for early intervention contracts in response to expiry of existing contracts including FSS 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 - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards Contact officer: Alistair Ayres alistair.ayres@lbhf.gov.uk	
Director of Finance	October 2022	Land and property-based ICT system contract extension Approval of a 12 month contract extension with existing provider IDOX to enable the data migration and new system configuration to take place		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: Davina Barton Davina.Barton@lbhf.gov.uk	

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Strategic Director of the Economy Department	18 Oct 2022	Contract Award - Disrepair Surveying Consultancy support Contract award for a consultancy service to provide disrepair surveying support.	Cabinet Member for Public Realm	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):	
	Contact officer: Emma Lucas Tel: 07827883247 Emma.Lucas@lbhf.gov.uk			
Cabinet Member for Finance and Reform	October 2022	Managed Services contract Contract for Payment Processing and Income Management system. Ability to integrate with third party systems and enables the council to except electronic payments, manual payments and bank payments.	Cabinet Member for Finance and 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 - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
	Contact officer: Karen Sharkey Tel: 07785 343 554 Karen.Sharkey@lbhf.gov.uk			
Cabinet Member for Children and Education	October 2022	Coordination of the Holiday Activity and Food Programme from 2023 The DfE Holiday Activities and Food (HAF) Programme is designed to provide healthy food and enriching activities during holidays to children who receive benefits-related free school meals and other vulnerable children. Helping them to eat more healthily, be more active, be safe and not socially isolated and to improve their knowledge on health and nutrition.	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: Marcus Robinson Marcus.RobinsonCHS@lbhf.gov.uk			

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		We are seeking to procure an external coordinator of a local Holiday Activity and Food Programme.		
Cabinet Member for Children and Education	October 2022	Translation & Interpretation Services To procure and and award one corporate contract for the wider council's use of Translation and Interpretation 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: Adie Smith Tel: 07554 222 716 adie.smith@lbhf.gov.uk	
Director Social Care	October 2022	Public Health - GP and Pharmacy Contract The reports sets out approval for public health budget spend in primary 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: Nicola Ashton Tel: 020 8753 5359 Nicola.Ashton@lbhf.gov.uk	
Cabinet Member for Public Realm	October 2022	Parking Bailiff Enforcement Procurement Strategy This decision will be to sign off on the procurement strategy relating to the bailiff enforcement contract for outstanding Penalty Charge Notice (PCN) debt.		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 - Revenue between £500,000 and £5m and Capital		Ward(s): All Wards Contact officer: Gary Hannaway, Bram Kainth Tel: 020 8753, Tel: 07917790900 gary.hannaway@lbhf.gov.uk	

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	between £1.5m and £5m		, bram.kainth@lbhf.gov.uk	and / or background papers to be considered.
Cabinet Member for Social Inclusion and Community Safety	March 2023	Home care and independent living The key decision award report for home care and independent living to be signed off by Cabinet Member. The service provides home to residents living in the borough with assessed eligible need		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: Laura Palfreeman Tel: 0208 753 1953 Laura.Palfreeman@lbhf.gov.uk	

CABINET - 10 October 2022

Cabinet	10 Oct 2022	Award of Contract for Waste Street Cleansing and Recycling Services Award contract for the services from January 2023 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 Public Realm	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 £300K		Ward(s): All Wards	
			Contact officer: Pat Cosgrave Tel: 020 8753 2810 Pat.Cosgrave@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	10 Oct 2022	CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2022/23 (FIRST QUARTER) This report provides a financial update on the council's capital programme and requests approval for budget variations to the capital programme.	Cabinet Member for Finance and 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 £300K		Ward(s): All Wards Contact officer: Andrew Lord Tel: 020 8753 2531 andrew.lord@lbhf.gov.uk	
Cabinet	10 Oct 2022	White City Central Development - Construction of New Affordable Homes and Community Facilities This report seeks approval for the Procurement Strategy to appoint the main contractor to start works at the White City Central site. 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): Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	
Cabinet	10 Oct 2022	New Funding for Affordable Homes in Hammersmith and Fulham seeking cabinet approval to enter into a funding agreement with GLA	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days
	Reason: Expenditure/Income over		Ward(s): All Wards	

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	£5m & policies or new income, reserves use, overspend over £300K	to help fund affordable housing delivery in LBHF 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: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	10 Oct 2022	Early Intervention 0-19 Strategy Our ambition is to work collaboratively to support children, young people and their families at the earliest opportunity. It is imperative for this approach to develop a strategy of partnership working, early intervention and inclusion to reshape the way in which we plan, implement and deliver services in Hammersmith & Fulham in collaboration with our partners and community and third sector providers. The 0-19 Early Intervention Strategy will draw on these opportunities to transform outcomes for children, young people and families in Hammersmith & Fulham.	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		Ward(s): All Wards	
	Contact officer: Alistair Ayres alistair.ayres@lbhf.gov.uk			
Cabinet	10 Oct 2022	Housing Revenue Account (HRA) Strategic Review – Delivering Future Sustainable Services in light of Significant Increases in Inflation Proposals to ensure the HRA budget continues to balance, within the context of escalating inflation risk.	Cabinet Member for Finance and 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
	Reason: Expenditure/Income over £5m & policies or new income, reserves use,		Ward(s): All Wards	
	Contact officer: Martin Calleja Martin.Calleja@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 £300K	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.		documentation and / or background papers to be considered.
Cabinet	10 Oct 2022	Hammersmith Bridge - Essential Work Leading to Strengthening and Restoration Project	Cabinet Member for Public Realm	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 £300K	Further work towards the Phase 2 full strengthening and restoration of the Bridge and its re-opening to motor vehicles is now required in line with the Strategic Transport aspirations of the DfT, TfL and the Council. These essential works required to move to the next stage are the removal of the two gas mains off the bridge and diversion on an alternative route, the planning application for the innovative truss option, and further development of the contract and procurement of the full restoration so it is ready to progress once the stabilisation work is completed. This will ensure that the future project to strengthen the Bridge can be undertaken with greater expediency, effectiveness, and minimisation of technical risks. This report sets out the details of this work and proposals for the commencement of the work through preferred external technical experts and suppliers. This expenditure will be incorporated as part of the overall expenditure for the full restoration of the Bridge.	Ward(s): All Wards	
			Contact officer: Ian Hawthorn Tel: 020 8753 3058 ian.hawthorn@lbhf.gov.uk	

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		Once again it is proposed to fund these works in good faith and at risk in order to expedite the process in anticipation of DfT and TfL subsequently contributing their one-third shares.		
Cabinet	10 Oct 2022	Hammersmith Bridge Procurement Strategy An initial report setting out the potential future Delivery Models and considerations was presented to Cabinet in July 2021 and this report develops this further and sets out the Procurement Strategy for the full restoration of the Bridge to deliver the aspirations set out above (the Delivery Options are detailed and appraised in the report). 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 Public Realm	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): Hammersmith Broadway Contact officer: Ian Hawthorn Tel: 020 8753 3058 ian.hawthorn@lbhf.gov.uk	
Cabinet	10 Oct 2022	Boroughwide Clean Air Neighbourhoods Programme Outline approval for the implementation of an ambitious borough-wide programme of Clean Air Neighbourhoods. This programme will seek to introduce significant public realm area improvements such as trees,	Cabinet Member for Public Realm, Deputy Leader, Cabinet Member for Climate Change and Ecology	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: Affects 2 or more wards		Ward(s): All Wards Contact officer: Dr Nicola Lang, Masum Choudhury	

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		greening sustainable drainage systems, pedestrian improvements, cycling facilities and traffic access restrictions. It will also allow for street space to be used by the community for play streets, community theatre or events such as street parties. As part of the broader effort to improve air quality, further measures to tackle the energy use and heating demand will also be brought forward.	Nicola.Lang@lbhf.gov.uk, Masum.Choudhury@lbhf.gov.uk	documentation and / or background papers to be considered.

CABINET - 7 November 2022

Cabinet	7 Nov 2022	Home care and independent living	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 over £5m & policies or new income, reserves use, overspend over £300K	Procurement strategy for Support at Home (homecare) services for residents in Hammersmith & Fulham who have assessed eligible needs. Support at Home aligns with the administrations manifesto commitments and the council's independent living strategy, working compassionately with residents to provide quality care and support, allowing people to remain in their home and local community for as long as possible. The focus of the new procured services is to have better continuity of care by having carers who are consistent and well trained, a more Outcome Focused Service, giving residents more control and flexibility on how their care and support is provided, and enabling independent living for residents with a strength based approach.	Ward(s): All Wards	
			Contact officer: Laura Palfreeman Tel: 0208 753 1953 Laura.Palfreeman@lbhf.gov.uk	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet	7 Nov 2022	Annual Emergency Planning & Business Continuity Report This annual 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.	Cabinet Member for Social Inclusion and Community Safety	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: Denise Prieto Tel: 0208 753 2286 Denise.Prieto@lbhf.gov.uk	
Cabinet	7 Nov 2022	Planning Obligations Draw Down 2021/22 Report The Council is required to use funds received from planning obligations to address the impact of developments carried out. This report sets out the use of funds received through Section 106 agreements and received as a result of the Community Infrastructure Levy (CIL) schedules in force in the Borough. It seeks approval to the drawdown of these funds for projects which have been delivered in 2021/22.	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: Rebecca Yee Tel: 07786 290034 Rebecca.Yee@lbhf.gov.uk	
Cabinet	7 Nov 2022	2022/23 Corporate Revenue Monitor - Month 4 (July 2022) To provide an updated forecast outturn position in line with Financial Regulations. To request budget virements if required.	Cabinet Member for Finance and 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: Affects 2 or more wards		Ward(s): All Wards Contact officer: Andrew Lord Tel: 020 8753 2531 andrew.lord@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	7 Nov 2022	Modern Desktop Service A review of the current desktop service and operating model.	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 over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards	
	Contact officer: Veronica Barella Tel: 020 8753 2927 Veronica.Barella@lbhf.gov.uk			

CABINET - 5 December 2022

Cabinet	5 Dec 2022	Civic Campus Programme update	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 over £5m & policies or new income, reserves use, overspend over £300K	Update on progress with the Civic Campus and recommendation for financial investment	Ward(s): Hammersmith Broadway	
		Contact officer: David McNulty David.McNulty@lbhf.gov.uk		
Cabinet	5 Dec 2022	Cost of living crisis and climate emergency response – changes to parking charges	Cabinet Member for Public Realm	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: Affects 2 or more wards	H&F proposes to implement new emissions-based parking charge bands and improve the offer for residents visiting friends and family or shopping across the borough. This policy will support our net carbon zero 2030 target and clean air neighbourhood strategy while helping residents tackle the cost-	Ward(s): All Wards	
			Contact officer: Bram Kainth Tel: 07917790900 bram.kainth@lbhf.gov.uk	

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		of-living crisis. It also supports businesses in the face of a potential recession.		considered.
Cabinet	5 Dec 2022	West London Alliance Fibre Funding Report The Council is required to use funds received from the West London Alliance Fibre Funding Project to improve fibre infrastructure within the Borough and identify the intended benefits of delivering the projects. It seeks approval to the allocation of these funds for the proposed infrastructure projects including the upgrade of existing CCTV ducting network	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: Rebecca Yee Tel: 07786 290034 Rebecca.Yee@lbhf.gov.uk	
Cabinet	5 Dec 2022	Procurement Strategy – Electrical Lateral Mains Upgrade Works (Approximately 81 Blocks) Procurement Strategy to procure a contractor to carry out upgrade/replacement works in relation to Electrical Lateral Mains (ELMs) across 81 blocks. ELMs provide the electrical distribution system in multi-occupancy buildings (landlord electrical distribution infrastructure) and the 'Housing Revenue Account (HRA) 12 year Asset Management Capital Strategy' (approved by Cabinet on 6th September 2021) listed replacement works in relation to Lateral Mains to be undertaken. Carrying out these works complies with the approved capital strategy.	Cabinet Member for Housing and Homelessness	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 £300K		Ward(s): All Wards	
			Contact officer: Dominic D Souza Dominic.DSouza@lbhf.gov.uk	

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Cabinet	5 Dec 2022	Procurement strategy for major refurbishment projects forming part of the housing capital programme 2022/23-2025/26 This report seeks approval of a procurement strategy to source works contractors to deliver a range of major refurbishment projects forming part of the four-year housing capital programme 2022/23-2025/26.	Cabinet Member for Housing and Homelessness	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 £300K		Ward(s): All Wards	
			Contact officer: Vince Conway Tel: 020 8753 1915 Vince.Conway@lbhf.gov.uk	
Cabinet	5 Dec 2022	Housing Caretaking Service Strategy Strategy for ongoing delivery of the housing caretaking service	Cabinet Member for Housing and Homelessness	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 £300K		Ward(s): All Wards	
			Contact officer: Fiona Darby Fiona.Darby@lbhf.gov.uk	
Cabinet	5 Dec 2022	Fixed Penalty Notices to be issued by LET team Update to several of the existing amounts	Cabinet Member for Public Realm	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: Mohammed Basith Mohammed.Basith@lbhf.gov.uk	

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Cabinet	5 Dec 2022	Procurement strategy - Contract for Unattended CCTV camera system This report sets out the procurement strategy for Unattended CCTV goods and services.	Cabinet Member for Public Realm	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: Osa Ezekiel Osa.Ezekiel@lbhf.gov.uk			
Cabinet	5 Dec 2022	Community Schools Programme decant works and mobilisation The report seeks budget approval for refurbishment works at the Lena Gardens and Mund Street sites that are intended to be be decant locations for the Community Schools Programme	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.
	Ward(s): All Wards			
	Contact officer: Daryle Mathurin Tel: 07816 661199 Daryle.Mathurin@lbhf.gov.uk			
Cabinet	5 Dec 2022	Decision to become a member of the Pan London Vehicle The Pan-London Vehicle (PLV) for Commissioning will be a new legal entity that will aim to bring the strategic weight of London's commissioning to influence the children's placement market to stimulate new provision and improve value for money. The PLV will be a company limited by guarantee and owned by its member Local Authorities.	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.
	Ward(s): All Wards			
	Contact officer: Sophie Veitch Tel: 07876855124 sophie.veitch@lbhf.gov.uk			

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CABINET - 9 January 2023				
Cabinet	9 Jan 2023	Council Tax Base and Collection Rate 2023/24 and Delegation of the Business Rate Estimate This report is a statutory requirement that sets the council tax base for the purposes of the 2023/24 revenue budget. The report also delegates authority to the Director of Finance to determine the business rates tax base for 2023/24.	Cabinet Member for Finance and 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: Budg/pol framework		Ward(s): All Wards Contact officer: Jamie Mullins Tel: 020 8753 1650 Jamie.Mullins@lbhf.gov.uk	
Cabinet	9 Jan 2023	CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2022/23 (SECOND QUARTER) This report provides a financial update on the council's capital programme and requests approval for budget variations to the capital programme.	Cabinet Member for Finance and 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 £300K		Ward(s): All Wards Contact officer: Andrew Lord Tel: 020 8753 2531 andrew.lord@lbhf.gov.uk	
Cabinet	9 Jan 2023	2022/23 Corporate Revenue Monitor - Month 6 (September 2022) In year monitoring report for the General Fund and HRA as at Month 6.	Cabinet Member for Finance and 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
	Reason: Affects 2 or more wards		Ward(s): All Wards Contact officer: Elizabeth Nash Tel: 020 8753 2567 Elizabeth.Nash@lbhf.gov.uk	

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				considered.

CABINET - 6 February 2023

Cabinet	6 Feb 2023	REVENUE BUDGET AND COUNCIL TAX LEVELS 2023/24 The Council is obliged to set a balanced budget and council tax charge in accordance with the Local Government Finance Act 1992. This report sets out the proposals to balance the Council's budget for 2023/24.	Cabinet Member for Finance and 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: Affects 2 or more wards		Ward(s): All Wards	
			Contact officer: Andrew Lord Tel: 020 8753 2531 andrew.lord@lbhf.gov.uk	
Cabinet	6 Feb 2023	Network and telephony provision Procurement of network links and associated services plus telephony (e.g. phone and alarm lines)	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 over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards	
			Contact officer: David Wadham Tel: 07776 672 392 david.wadham@lbhf.gov.uk	

CABINET - 6 March 2023

Cabinet	6 Mar 2023	Procurement Strategy for Mental Health Supported Housing Procurement strategy for our mental health supported housing in borough contracts. PART OPEN	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
	Reason: Expenditure/ income over £5m & policies or new income, reserves		Ward(s): All Wards	
			Contact officer: Joanna McCormick, Michele Roberts, Rebecca Richardson	

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	use, overspend over £300K	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.	Tel: 0741207694, Tel: 020 8834 4734, Tel: 07827879659 Joanna.Mccormick@lbhf.gov.uk, Michele.Roberts@lbhf.gov.uk, rebecca.richardson@lbhf.gov.uk	supporting documentation and / or background papers to be considered.

CABINET - 17 April 2023

Cabinet	17 Apr 2023	2022/23 Corporate Revenue Monitor - Month 9 (December 2022)	Cabinet Member for Finance and 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: Affects 2 or more wards	To give an update on forecast outturn position in line with financial regulations and to request budget virements if required.	Ward(s): All Wards	
			Contact officer: Elizabeth Nash Tel: 020 8753 2567 Elizabeth.Nash@lbhf.gov.uk	
Cabinet	17 Apr 2023	2022 Corporate Revenue Monitor - Month 9 (December 2022)	Cabinet Member for Finance and 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: Affects 2 or more wards	To note the in year financial position as at Month 9 (December 2022) for the General Fund and HRA.	Ward(s): All Wards	
			Contact officer: Andre Mark Tel: 020 8753 7227 andre.mark@lbhf.gov.uk	