

COUNCIL AGENDA

BUDGET COUNCIL MEETING

Wednesday 26 February 2025



The Mayor – Councillor Patricia Quigley
Deputy Mayor – Councillor Daryl Brown

ADDISON

Jacolyn Daly (L)
Ross Melton (L)

AVONMORE

Laura Janes (L)
David Morton (I)

BROOK GREEN

Stala Antoniades (L)
Adam Peter Lang (L)

COLLEGE PARK & OLD
OAK

Wesley Harcourt (L)
Bora Kwon (L)
Alexandra Sanderson (L)

CONINGHAM

Lisa Homan (L)
Rowan Ree (L)
Rory Vaughan (L)

FULHAM REACH

Lucy Richardson (L)
Omid Miri (L)
Nikos Souslous (L)

FULHAM TOWN

Victoria Brocklebank-
Fowler (C)
Andrew Dinsmore (C)

GROVE

Stephen Cowan (L)
Helen Rowbottom (L)

HAMMERSMITH
BROADWAY

Patricia Quigley (L)
Vacancy

LILLIE

Sharon Holder (L)
Vacancy

MUNSTER

Adronie Alford (C)
Alex Karmel (C)
Dominic Stanton (C)

PALACE & HURLINGHAM

Aliya Afzal-Khan (C)
Jackie Borland (C)
Amanda Lloyd-Harris (C)

PARSONS GREEN &
SANDFORD

Jose Afonso (C)
Adrian Pascu-Tulbure (C)

RAVENSCOURT

Liz Collins (L)
Patrick Walsh (L)

SANDS END

Paul Alexander (L)
Ashok Patel (L)
Ann Rosenberg (L)

SHEPHERDS BUSH
GREEN

Zarar Qayyum (L)
Mercy Umeh (L)

WALHAM GREEN

Trey Campbell-Simon (L)
Genevieve Nwaogbe (L)

WENDELL PARK

Rebecca Harvey (L)
Asif Siddique (L)

WEST KENSINGTON

Daryl Brown (L)
Florian Chevoppe-Verdier
(L)
Sally Taylor (L)

WHITE CITY

Andrew Jones (L)
Natalia Perez (L)
Frances Umeh (L)

WORMHOLT

Max Schmid (L)
Nicole Trehy (L)

SUMMONS

Councillors of the London Borough of
Hammersmith & Fulham
are requested to attend the
Meeting of the Council at 7.00pm on
Wednesday 26 February 2025 at the Irish
Cultural Centre, 5 Black's Road, Hammersmith,
W6 9DT

You can watch the meeting live on YouTube:

[youtube.com/hammersmithandfulham](https://www.youtube.com/hammersmithandfulham)

Public attendance

This meeting is open to the public, but spaces are limited. Please contact David.Abbott@lbhf.gov.uk if you would like to attend.

Accessibility

The meeting will have BSL interpreters on screen in the meeting room and on the livestream. For wheelchair users there is level access from the street to the meeting room. There are accessible toilets on the ground floor of the venue.

Please contact David.Abbott@lbhf.gov.uk if you have any additional accessibility requirements.

Full Council Agenda

26 February 2025

<u>Item</u>		<u>Pages</u>
1.	APOLOGIES FOR ABSENCE	
2.	DECLARATIONS 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>	
3.	MINUTES	6 - 23
	<p>To approve the minutes of the meeting held on 22 January 2025 as an accurate record.</p>	
4.	MAYOR'S/CHIEF EXECUTIVE'S ANNOUNCEMENTS	
5.	PUBLIC QUESTIONS (20 MINUTES)	24
6.	ITEMS FOR DISCUSSION/COMMITTEE REPORTS	
6.1	RESULTS OF THE LOCAL GOVERNMENT BY-ELECTIONS ON 20 FEBRUARY 2025	25 - 26
6.2	ALLOCATION OF SEATS AND PROPORTIONALITY ON COMMITTEES	27 - 31

6.3	REVENUE BUDGET AND COUNCIL TAX LEVELS 2025/26	32 - 149
6.4	FOUR YEAR CAPITAL PROGRAMME 2025-29 AND CAPITAL STRATEGY 2025/26	150 - 185
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6.7	REVIEW OF THE CONSTITUTION	241 - 675

COUNCIL MINUTES

ORDINARY COUNCIL MEETING

WEDNESDAY 22 JANUARY 2025



PRESENT

The Mayor – Councillor Patricia Quigley
Deputy Mayor – Councillor Daryl Brown

Councillors:

Jose Afonso	Rebecca Harvey	Rowan Ree
Paul Alexander	Sharon Holder	Alex Sanderson
Adronie Alford	Lisa Homan	Max Schmid
Stala Antoniadou	Laura Janes	Asif Siddique
Jackie Borland	Adam Peter Lang	Nikos Souslous
Victoria Brocklebank-Fowler	Amanda Lloyd-Harris	Dominic Stanton
Trey Campbell-Simon	Ross Melton	Sally Taylor
Florian Chevoppe-Verdier	Omid Miri	Nicole Trehay
Liz Collins	Genevieve Nwaogbe	Frances Umeh
Stephen Cowan	Adrian Pascu-Tulbure	Mercy Umeh
Jacelyn Daly	Ashok Patel	Rory Vaughan
Andrew Dinsmore	Natalia Perez	
Wesley Harcourt	Zarar Qayyum	

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Bora Kwon, Andrew Jones, Lucy Richardson, Patrick Walsh, Ann Rosenberg, Helen Rowbottom, Sally Taylor, Aliya Afzal-Khan, Alex Karmel and David Morton.

Apologies for lateness were received from Councillor Laura Janes (who entered the room at 8.24pm).

2. DECLARATIONS OF INTERESTS

There were no declarations of interest.

3. MINUTES

7.08pm – RESOLVED

That the minutes of the Council meeting held on 17 October 2024 were agreed as an accurate record.

4. MAYOR'S/CHIEF EXECUTIVE'S ANNOUNCEMENTS

Resignation of Councillors

The Mayor noted the resignations of Ben Coleman MP and Emma Apthorp, who served as ward councillors for Lillie and Hammersmith Broadway respectively, from the Council and thanked them for their hard work and service to their constituencies. Councillors Stephen Cowan, Victoria Brocklebank-Fowler and the Mayor made speeches of thanks.

New Year Honours 2025

The Mayor extended the Council's congratulations to the following people who were recognised in the New Year Honours List for their outstanding contributions:

- Professor Frank Kelly at Imperial College London who was awarded a Commander of the Order of the British Empire (CBE) for his work fighting toxic air pollution and his work with H&F as part of our Better Air, Better Health partnership with Imperial.
- Community organiser Sharon Tomlin who received a British Empire Medal (BEM) for bringing communities together with her work at Sobus, an organisation providing support for local charities, community groups and social enterprises.

Councillors Stephen Cowan and Victoria Brocklebank-Fowler made speeches thanking them for their hard work and service to the community.

Deaths of Former Councillors

With great sadness, the Mayor informed the Council of the death of former Conservative Councillor Sonya Hilton. Speeches of remembrance were made by Councillors Amanda Lloyd-Harris, Adronie Alford, and Stephen Cowan.

With much regret, the Mayor informed the Council of the death of former Labour Councillor Louanne Tranchell. Speeches of remembrance were made by Councillors Adronie Alford, Wesley Harcourt and the Mayor.

The Mayor then led the Council in a minute of silence in memory of Sonya Hilton and Louanne Tranchell.

5. PUBLIC QUESTIONS (20 MINUTES)

7.36pm - The Mayor thanked the residents who submitted questions. Questions 2 and 5 were taken in the meeting. The Mayor explained that any questions not addressed in the meeting would receive written responses. The questions and responses can be found at Appendix 1.

6. ITEMS FOR DISCUSSION/COMMITTEE REPORTS

6.1 Council Tax Support Scheme 2025/26

7.44pm – The report and recommendations were formally moved for adoption by the Cabinet Member for Finance and Reform, Councillor Rowan Ree.

Speeches on the report were made by Councillors Adam Peter Lang, Jacolyn Daly, and Rowan Ree (for the Administration) and Councillor Victoria Brocklebank-Fowler (for the Opposition).

The report and recommendations were put to the vote:

FOR	UNANIMOUS
AGAINST	0
NOT VOTING	0

The recommendations were declared **CARRIED**.

7.58pm – RESOLVED

That Full Council approved the following recommendations:

1. That the Council Tax Support Scheme in operation in 2024/2025 (included at Appendix 1) shall continue in 2025/2026.
2. That the Council shall apply the annual uprating of allowances, applicable amounts and income, set out in the DWP Housing Benefit circular, to the Council Tax Support scheme for 2025/2026.

6.2 Council Tax Base and Collection Rate 2025/26 and Delegation of the Business Rates Estimate

7.58pm – The report and recommendations were formally moved for adoption by the Cabinet Member for Finance and Reform, Councillor Rowan Ree.

Speeches on the report were made by Councillors Florian Chevoppe-Verdier and Rowan Ree (for the Administration).

The report and recommendations were put to the vote:

FOR	UNANIMOUS
AGAINST	0
NOT VOTING	0

The recommendations were declared **CARRIED**.

8.08pm – RESOLVED

That Full Council approved the following for the financial year 2025/26:

1. The estimated numbers of properties for each Valuation Band as set out in this report.

2. An estimated collection rate of 97.0%.
3. The Council Tax Base of 88,304 Band “D” equivalent properties.
4. The delegation of authority to the Executive Director for Finance and Corporate Services to determine the business rates tax base for 2025/26.

6.3 Hammersmith & Fulham Council's new Air Quality Action Plan 2025-30

8.08pm – The report and recommendations were formally moved for noting by the Deputy Leader, Councillor Alex Sanderson.

Speeches on the report were made by Councillors Sharon Holder and Stala Antoniades (for the Administration) and Councillor Jose Afonso (for the Opposition).

8.24pm – RESOLVED

1. That Full Council noted and commented on the report.

6.4 Update on Upstream London: the vision for the next phase of the Council's Industrial Strategy

8.24pm – The report and recommendations were formally moved for noting by the Cabinet Member for Enterprise and Skills, Councillor Zarar Qayyum.

Speeches on the report were made by Councillors Zarar Qayyum, Frances Umeh, Rory Vaughan and Stephen Cowan (for the Administration) and Councillor Victoria Brocklebank-Fowler (for the Opposition).

8.48pm – RESOLVED

1. That Full Council noted and commented on the report.

6.5 H&F Private Rented Sector Policy

8.48pm – The report and recommendations were formally moved for noting by the Cabinet Member for Housing and Homelessness, Councillor Frances Umeh.

Speeches on the report were made by Councillors Frances Umeh and Lisa Homan (for the Administration) and Councillor Adronie Alford (for the Opposition).

The Council adjourned for a short break from 8.59pm to 9.15pm.

9.17pm – RESOLVED

1. That Full Council noted and commented on the report.

6.6 Review of the Constitution

9.17pm – The report and recommendations were formally moved for adoption by the Leader, Councillor Stephen Cowan.

The report and recommendations were put to the vote:

FOR	UNANIMOUS
AGAINST	0
NOT VOTING	0

The recommendations were declared **CARRIED**.

9.18pm – RESOLVED

1. That Full Council approved the updates to the Constitution detailed in Appendices 1 and 2.
2. That Full Council agreed the following changes to committee appointments:
 - Replace Councillor Zarar Qayyum with Councillor Jacolyn Daly on the Licensing Committee.
3. That Full Council agreed to delete the Lead Member for Flood Mitigation role.

6.7 Council Calendar of Meetings 2025/26

9.18pm – The report and recommendations were formally moved for adoption by the Leader, Councillor Stephen Cowan.

The report and recommendations were put to the vote:

FOR	UNANIMOUS
AGAINST	0
NOT VOTING	0

The recommendations were declared **CARRIED**.

9.18pm – RESOLVED

1. That Full Council approved the 2025/26 Council calendar of meetings at Appendix 1.

6.8 Review of the Statement of Gambling Policy

9.18pm – The report and recommendations were formally moved for adoption by the Leader, Councillor Stephen Cowan.

Councillor Dominic Stanton made a speech on the report for the Opposition.

The report and recommendations were put to the vote:

FOR	UNANIMOUS
AGAINST	0
NOT VOTING	0

The recommendations were declared **CARRIED**.

9.22pm – RESOLVED

1. To note that Appendix 8 is not for publication on the basis that it contains information in respect of which a claim to legal professional privilege could be maintained in legal proceedings as set out in paragraph 5 of Schedule 12A of the Local Government Act 1972 (as amended).
2. That the Council carefully considered and noted the responses to the consultation attached at Appendices 4 and 5.
3. That the Council approved the revised Statement of Gambling Policy 2025 – 2028 (Appendix 9) and associated Local Area Profile (Appendix 2).
4. That the Council agreed to retain an existing no casino resolution within the Council’s Statement of Gambling Policy although this can be withdrawn at any time.
5. That Section 6.9 of the proposed policy in line with the consultation responses be amended.

7. SPECIAL MOTIONS

9.22pm – Councillor Max Schmid moved, seconded by Councillor Genevieve Nwaogbe, a motion under Standing Order 15(e)(3) to change the order of the special motions as follows: 3, 1, 2, 4 and 5.

The motion was agreed.

7.3 Special Motion 3 - The Future of Charing Cross Hospital

9.23pm – Councillor Andrew Dinsmore moved, seconded by Councillor Amanda Lloyd-Harris, the special motion in their names.

“This council calls on the Government to secure the future of Charing Cross Hospital for all our residents.”

Speeches on the motion were made by Councillors Andrew Dinsmore and Amanda Lloyd-Harris (for the Opposition).

Under Standing Order 15(e)(6), Councillor Jacolyn Daly moved, seconded by Councillor Adam Peter Lang, an amendment:

“Amend all after “This Council” and replace with:

... agrees the Labour administration and local Labour MPs have a proven record of fighting to secure the future of Charing Cross hospital. The Council recognises that the future of Charing Cross Hospital is secure and reaffirms that Hammersmith & Fulham’s Labour councillors and MPs will always defend it without fear or favour.

The Council recognises the dreadful state the former Conservative government left our National Health Service in - both locally and across our country. It notes that hospitals across the UK suffered chronic underinvestment which now requires billions of pounds to fix and make fit for purpose.

The Council remembers that on 25 May 2023, the Rt Hon Stephen Barclay MP, the Conservative Secretary of State for Health and Social Care, announced he had removed Charing Cross, Hammersmith and St Mary’s hospitals from the list of hospitals that were up to then a part of the New Hospital Programme announced in 2019 for rebuilding and refurbishment by 2030.

The Council recognises that from then on the Conservative government did not provide any plan, guarantee any funding or offer any date when the refurbishment of Charing Cross, Hammersmith or St Mary’s hospitals would begin - let alone be finished.

The Council therefore welcomes the Labour government’s announcement of a record £25 billion investment into our NHS and notes that Charing Cross Hospital has now been reinstated to the New Hospital Programme with pre-construction work to start in 2030 and the physical works beginning in 2035.

The Council understands the challenges faced by Imperial College Healthcare NHS Trust, which runs Charing Cross, Hammersmith and St Mary’s hospitals. It pledges to work with them and our newly elected local MPs to protect and improve services, urgently refurbish our hospitals and defend our local NHS.

The Council remembers that until the Conservative government capitulated to the Labour Council’s campaign to save Charing Cross Hospital in 2019, Conservative MPs and Hammersmith & Fulham Conservative councillors had worked from 2013 to:

- Demolish the current Charing Cross Hospital*
- Sell off most the Charing Cross Hospital site*
- Replace the current hospital with a small clinic no more than 13% the size of the current hospital*
- Re-brand the clinic as a “local hospital”*
- Replace the current A&E with an Urgent Care Clinic*
- Re-brand the Urgent Care Clinic a "Class 3 A&E"*
- Lose more than 300 and possibly all the acute care beds.*

The Council recalls how, rather than tell residents that this was their actual plan, Conservative MPs and our local Conservative councillors falsely claimed they had “saved” Charing Cross Hospital – while knowing full well that calling a small new clinic Charing Cross would be no replacement for the hospital.

The Council also recalls that the previous Conservative MP for Chelsea and Fulham claimed on numerous occasions last year to have secured the funding for the refurbishment of Charing Cross Hospital when this was evidently not the case.

The Council agrees that the public have a right to be told the truth about what has happened and is happening with their local NHS. It therefore deplores the long record of deliberate attempts by Conservative MPs and councillors to mislead local people about Charing Cross Hospital.

This Council recognises the considerable body of evidence that proves people simply cannot trust the Conservatives with our NHS.”

Speeches on the amendment were made by Councillors Jacolyn Daly, Adam Peter Lang, Natalia Perez, Rory Vaughan, Florian Chevoppe-Verdier and Stephen Cowan (for the Administration) and Councillors Adrian Pascu-Tulbure and Jose Afonso (for the Opposition).

The amendment was put to the vote:

FOR	27
AGAINST	8
NOT VOTING	1

The amendment was declared **CARRIED**.

Councillor Dinsmore made a speech summing up the debate and the amended motion was put to the vote:

FOR	27
AGAINST	8
NOT VOTING	1

The amended motion was declared **CARRIED**.

10.10pm – RESOLVED

This Council agrees the Labour administration and local Labour MPs have a proven record of fighting to secure the future of Charing Cross hospital. The Council recognises that the future of Charing Cross Hospital is secure and reaffirms that Hammersmith & Fulham’s Labour councillors and MPs will always defend it without fear or favour.

The Council recognises the dreadful state the former Conservative government left our National Health Service in - both locally and across our country. It notes that hospitals across the UK suffered chronic underinvestment which now requires billions of pounds to fix and make fit for purpose.

The Council remembers that on 25 May 2023, the Rt Hon Stephen Barclay MP, the Conservative Secretary of State for Health and Social Care, announced he had removed Charing Cross, Hammersmith and St Mary's hospitals from the list of hospitals that were up to then a part of the New Hospital Programme announced in 2019 for rebuilding and refurbishment by 2030.

The Council recognises that from then on the Conservative government did not provide any plan, guarantee any funding or offer any date when the refurbishment of Charing Cross, Hammersmith or St Mary's hospitals would begin - let alone be finished.

The Council therefore welcomes the Labour government's announcement of a record £25 billion investment into our NHS and notes that Charing Cross Hospital has now been reinstated to the New Hospital Programme with pre-construction work to start in 2030 and the physical works beginning in 2035.

The Council understands the challenges faced by Imperial College Healthcare NHS Trust, which runs Charing Cross, Hammersmith and St Mary's hospitals. It pledges to work with them and our newly elected local MPs to protect and improve services, urgently refurbish our hospitals and defend our local NHS.

The Council remembers that until the Conservative government capitulated to the Labour Council's campaign to save Charing Cross Hospital in 2019, Conservative MPs and Hammersmith & Fulham Conservative councillors had worked from 2013 to:

- Demolish the current Charing Cross Hospital
- Sell off most the Charing Cross Hospital site
- Replace the current hospital with a small clinic no more than 13% the size of the current hospital
- Re-brand the clinic as a "local hospital"
- Replace the current A&E with an Urgent Care Clinic
- Re-brand the Urgent Care Clinic a "Class 3 A&E"
- Lose more than 300 and possibly all the acute care beds.

The Council recalls how, rather than tell residents that this was their actual plan, Conservative MPs and our local Conservative councillors falsely claimed they had "saved" Charing Cross Hospital – while knowing full well that calling a small new clinic Charing Cross would be no replacement for the hospital.

The Council also recalls that the previous Conservative MP for Chelsea and Fulham claimed on numerous occasions last year to have secured the funding for the refurbishment of Charing Cross Hospital when this was evidently not the case.

The Council agrees that the public have a right to be told the truth about what has happened and is happening with their local NHS. It therefore deplores the long record of deliberate attempts by Conservative MPs and councillors to mislead local people about Charing Cross Hospital.

This Council recognises the considerable body of evidence that proves people simply cannot trust the Conservatives with our NHS.

7.1 **Special Motion 1 - Commending the Government on Planning Reform**

10.10pm – Councillor Omid Miri moved, seconded by Councillor Genevieve Nwaogbe, the special motion in their names.

“This Council commends the new Labour Government on its commitment to build 1.5 million new homes and end the housing crisis through radical planning reform, getting Britain building the homes and infrastructure desperately need after 14 years of Conservative neglect and austerity. This will help accelerate and expand the delivery of genuinely affordable homes to residents in Hammersmith and Fulham.

This Council welcomes the new Government's recognition that local authorities have an important role to play and, after 14 years of Conservative sidelining, dithering and de-funding, looks forward to working with the Government to solve the housing crisis.”

Councillors Genevieve Nwaogbe (who made her maiden speech) and Stala Antoniadis made speeches (for the Administration). The motion was then put to the vote:

FOR	27
AGAINST	8
NOT VOTING	1

The motion was declared **CARRIED**.

10.21pm – RESOLVED

This Council commends the new Labour Government on its commitment to build 1.5 million new homes and end the housing crisis through radical planning reform, getting Britain building the homes and infrastructure desperately need after 14 years of Conservative neglect and austerity. This will help accelerate and expand the delivery of genuinely affordable homes to residents in Hammersmith and Fulham.

This Council welcomes the new Government's recognition that local authorities have an important role to play and, after 14 years of Conservative sidelining, dithering and de-funding, looks forward to working with the Government to solve the housing crisis.

The guillotine fell at 10.21pm.

7.2 **Special Motion 2 - Celebrating the 150th Anniversary of the Macbeth Centre**

The special motion was withdrawn.

7.4 Special Motion 4 - The Safety of Cyclists

The special motion was withdrawn.

7.5 Special Motion 5 - Free Breakfasts for Primary School Children

The special motion was withdrawn.

Meeting started: 7.03 pm
Meeting ended: 10.21 pm

Mayor

Appendix 1 – Public Questions and Responses

Question 1

From: Caroline Shuffrey, Resident

Question:

LBHF commissioned a professional safety audit of the Wandsworth Bridge Road transformation involving road surface dressing and parklet installation but has rejected or refuted most of its recommendations. If accidents occur in the manner foreseen by the safety audit professionals who in LBHF will take responsibility and who will pay compensation to the victims if LBHF is successfully sued.

Response from the Cabinet Member for Public Realm, Councillor Sharon Holder (provided as a written response):

Thank you for your correspondence regarding the Wandsworth Bridge Road Interim improvement measures and associated road safety audit report. Below is some explanatory text to clarify the audit process and hopefully allay some of your concerns.

The road safety audit was carried out by qualified road safety auditors independent from either the design organisation or the Council. The first stage once the audit report has been issued is for the design organisation's engineers to review the issues and recommendations and apply sound professional engineering judgement to formulate initial responses.

The Council's role within the road safety audit process as the overseeing organisation is to evaluate the issues raised by the road safety auditors and the initial responses of the design organisation in a dispassionate and objective manner, using the knowledge of our own experienced traffic engineering staff. Within this process, it is reasonable, and quite usual for the design organisation and/or the overseeing organisation to reach a different conclusion to that of the safety auditor as to the likelihood and/or severity of some of the risks and issues identified. Where views differ, justification for these is provided in full within the audit report.

On reviewing the RSA documents, we have determined that the Council's responses align with most of the designer's responses, demonstrating that a high degree of professional rigour has been applied to reach a broad consensus across both responding organisations. Where issues have been partially accepted or rejected by the design or overseeing organisation, we are reasonably assured that the associated risks are relatively small and that the recommendations made by the safety auditors are either disproportionate and/or not justifiable given the nature and intent of the scheme.

We would stress that the interventions are experimental at this stage and are subject to monitoring. As overseeing authority, the safety of our residents and visitors are our utmost priority and you can be rest-assured that adjustments or modifications can, and will, be implemented as required to ensure that the highest level of safety is maintained at all times.

Question 2

From: Brian Mooney, Resident

Question:

Cannabis smoke contains over fifty carcinogens and hundreds of toxins. It can produce mental health problems and disorientation at street level constituting a threat to road safety. In spite of my input to last year's consultation, no actions are featured in the Air Quality Action Plan. Can H&F Council please explain this omission and what it will do to remove the regular stench from our streets?

Response from the Cabinet Member for Climate Change and Ecology, Councillor Wesley Harcourt:

Residents are able to report smoke and odour nuisances through the Report It function on the Council's website. However, complaints about odour from Cannabis, given cannabis is an illegal substance, should be reported to the Police. This would not be investigated by the council as a Statutory Nuisance.

Smoke produced from cigarettes, tobacco, cannabis or otherwise, is not considered within the scope of our Air Quality Action Plan. While there have been studies showing the air pollution impact of smoking indoors, the smoke produced outside, where pollution is more readily dispersed into the air, is not considered a material source of air pollution.

As part of the consultation for our Air Quality Action Plan 2025-30, we received 122 responses to the online survey. A summary consultation response document, showing where we made changes to the Action Plan as a result of resident feedback, was published online alongside the Action Plan itself ahead of its adoption in December. This will be published on the Council's air quality webpages shortly alongside the final version of the Action Plan.

Follow-up Question:

The vast majority of incidences of lung cancer come from smoking for daily heavy smoking, ionising radiation like X-rays, industrial solvents and that type of pollutant. You might find that not even 7.4%, the figure which is attributed for deaths due to air pollution, features in lung cancer. Smoking is also quite a bigger emission as is material to deaths from air pollution. Will you revise the policy you have just given us and include action against smoking?

Response from the Cabinet Member for Climate Change and Ecology:

Thank you, Mr Mooney. You're absolutely right about smoking and the problems that smoking causes lung cancer and such like. It took many years, if you recall, before it was recognised about the impact of smoking on lung cancer and furthermore after that actually providing evidence that proved the situation. As I've said, pollutants such as byproducts of people smoking tobacco or cannabis are more readily dispersed in the atmosphere.

I do take your point and I'm happy to go back and discuss further with officers whether this is something that we should include in there, because we are already doing work with Professor Frank Kelly about indoor air quality and toxic air indoor, and certainly things like smoking indoors, secondary tobacco inhalation, vaping and such like are all issues that perhaps we should look at. But they are in fact a health issue and it may be something that we need to look at as a wider issue rather than simply as part of the Air Quality Action Plan.

Question 3

From: Simon Kane, Resident

Question:

Hammersmith and Fulham Council is targeting Net Zero CO2 emissions locally by 2030. It admits that this will require in excess of £2 billion and be dependent on substantial external funding. a) Please break down roughly how this will be spent. b) With the fragile state of public finances, how likely (%) is it that Net Zero 2030 will be met. c) If full government funding is not available, what will be the impact on residents?

Response from the Cabinet Member for Climate Change and Ecology, Councillor Wesley Harcourt (provided as a written response):

A) Reaching net zero by 2030 for the London Borough of Hammersmith & Fulham will require an economy-wide transition away from carbon intensive and unsustainable practices and towards greener alternatives. This necessitates action from a broad range of local and national stakeholders including residents, property owners, large and small businesses and the UK Government. Hammersmith & Fulham Council has limited direct control over the borough's carbon emissions and will play an enabling role in a borough-wide transition towards net zero. The Council has direct control over approximately 10% of the borough's emissions, primarily from public buildings and council-operated vehicles. H&F is implementing energy efficiency upgrades in public buildings and transitioning the vehicle fleet to electric vehicles. The Committee on Climate Change projects that the net cost to decarbonise the UK will be less than 1% of GDP. The risks of climate change increase with higher cumulative emissions, so early action and investment will save significant costs in the future.

B) The target of net zero by 2030 for Hammersmith & Fulham reflects the time sensitivity and urgency of the climate and ecological emergency. The Mayor of London has also set a 2030 target for London as a whole, ahead of the UK's Net Zero target of 2050. The trajectories taken to reach these targets will be dependent on the deployment of investment across the city and a national policy environment that enables and incentivises ambitious climate action from a broad range of stakeholders.

C) One of the cross-cutting sustainable principles that guided the development of the H&F Climate & Ecology Strategy is that of a Just Transition – acknowledging that the damaging effects of climate change fall disproportionately on the vulnerable and that it is crucial to ensure that the costs and benefits of climate action fall justly. In delivering the H&F Climate & Ecology Strategy, H&F Council has launched initiatives that help local stakeholders to take action that supports net zero at no or a reduced cost including H&F Healthy Homes and SME Energy Efficiency Grant to complement national and London-wide funding opportunities. For example, if full government funding is not available, residents might face higher costs for energy efficiency improvements or delays in the implementation of green infrastructure projects. Additionally, there could be slower progress in retrofitting homes for energy efficiency, which might result in higher energy bills for residents in the short term.

Question 4

From: Callum Nimmo, Resident

Question:

What steps is the Council taking to create jobs for young people in the Borough?

Response from the Cabinet Member for Enterprise and Skills, Councillor Zarar Qayyum (provided as a written response):***Upstream London – our approach to inclusive economic growth***

- Ensuring young people have access to the good jobs being created in H&F is central to **Upstream London**, our approach to inclusive economic growth, launched just before Christmas as the next phase in our Industrial Strategy.
- We established of a partnership with Imperial College London in 2017 to establish a cluster of science, technology, engineering, maths, medicines and media (STEM³) businesses around Imperial's existing research and development to create a world-leading economic ecosystem in future industries.
- Since the inception of our Industrial Strategy, the Council has helped to generate £6billion of high-growth business investment, **creating over 13,000 jobs**, increasing opportunities in the community through working closely with partners including anchor institutions, businesses and investors.

The Upstream Pathways Bond

- As a central part of Upstream London, the Council recently launched the **Upstream Pathway Bond**, a groundbreaking initiative giving people a clearer pathway into new careers and more opportunities to develop new skills.
- By using relationships with businesses and with the international partnerships the Council has developed, young people will have more opportunities than ever before.
- Organisations who sign up offer advice, work experience, apprenticeships, interview skills, mentoring and inspiration - even travelling abroad to experience our partner innovation districts. In return, businesses have a highly-skilled workforce on their doorstep.

Work underway to support young people into work

Some examples of how we're already supporting young people into work.

- The Council is delivering a series of monthly science, technology, engineering, maths, medicines and media (STEM³) inspiration events within secondary schools and at Scale Space in White City. These '**Reveal**' events bring together key local employers to help raise awareness of pathways into work. Since April 2024, over 2,000 H&F students have had the chance to engage employers through these events.
- We are working with local employers to support the creation of high-quality **Apprenticeships** as well as delivering the Council's 'Earn While You Learn'

programme of local government apprenticeships. The Council also employs local graduates through a National Graduate Development Programme, 'Impact' where young people get the chance to gain experience in different departments within the Council. Over 100 young people from H&F have access these early career opportunities in 2024/25.

- The Council uses its levers as a **planning authority** and through its **procurement** to ensure developers and suppliers deliver community benefits including the creation of jobs, apprenticeships and work experience placements. For example, one of the Council's suppliers, PRP Architects, is delivering a training to work programmes offering work experience and apprenticeships to residents.
- Our Adult Learning and Skills Service is currently working with the London Skills Centre at Earls Court offering new **green skills, retrofit and construction courses** to young residents with a guaranteed job placement.
- In January 2026 our new **Skills Centre and Employment Hub** will open as part of EdCity in the White City Innovation District, offering courses in STEM³ to develop future skills for future jobs in these growing industries.
- Through **H&F Works**, our Job Brokerage service, residents can access jobs with local employers as well as support with CVs, interview preparation and access to training. Over 800 residents have received employability support in 2024/25, with over 400 entering work.

Question 5

From: Hannah Bulmer, Resident

Question:

What is the council doing to keep taxes low, especially for those least able to pay?

Response from the Cabinet Member for Finance and Reform, Councillor Rowan Ree:

This administration has been in office for around a decade, and for most of that time the national economy has either been sluggish or in crisis. So, it's no surprise that there are people across the whole country who are struggling.

Council tax is, as we know, a highly regressive tax. The amount that you pay bears no relation to what you can afford, and those on the lowest incomes often end up paying at the highest proportion of their earnings as a result. The fairest thing that we can do is to try and keep it as low as possible. That's why in Hammersmith and Fulham, this Labour administration has cut or frozen council tax five times in the last 10 years, giving residents the third lowest council tax rates in the country.

But who pays tax is just as important as how much is paid. That's why in Hammersmith and Fulham we have maintained one of the most comprehensive and inclusive council tax support schemes in the country, one that I am pleased to say we are proposing to continue this evening. Under this support scheme 4 in 10 households across the borough will qualify for some sort of discount on their council tax. We are one of only

three councils in the whole of London that will provide a 100% support for the most vulnerable residents, so those least able to pay, pay the least.

I've said it before and I will say it again, there is nowhere in this country better to be a council taxpayer than right here in Hammersmith and Fulham and as long as we have the Administration in this borough that is how it will stay.

Follow-up Question:

Is the discount you mentioned something that would automatically apply, or would people have to apply for it themselves?

Response from the Cabinet Member for Finance and Reform:

In most cases this is automatically applied, depending on income rates, access to various benefits or pension credits.

Agenda Item 5

Full Council Public Questions – 26 February 2025

Question 1

From: Brian Mooney, Resident

To: The Leader of the Council

"The Air Quality Action Plan and Emission Based Parking Charges were recently approved. Cabinet Meeting Minutes, 16 Dec, show that when asked if the Council was going to consult over parking issues before implementing any changes, the Leader confirmed that consulting with residents was key to the way this Council operated. Prior consultation on the (swingeing) parking charges was also recommended by the council officer report (7 Oct). Was a decision to dispense with it related to a very adverse reaction from residents over the unfulfilled promise of 'emission based parking for less' and even 'free parking'?"

Report to: Full Council

Date: 26/02/2025

Subject: Results of the Local Government By-Elections on 20 February 2025

Report of: The Returning Officer

Report author: David Abbott, Head of Governance

Responsible Director: Sharon Lea, Chief Executive

SUMMARY

As Returning Officer for the Authority, I report that the Councillors named in Appendix 1 were elected to the London Borough of Hammersmith and Fulham at the by-elections held in Hammersmith Broadway and Lillie wards on 20 February 2025 (details to be confirmed following the election).

RECOMMENDATIONS

1. That the information in Appendix 1 to this report be noted.
-

Sharon Lea
Returning Officer

RETURNING OFFICER'S REPORT TO COUNCIL

The Returning Officer submits the name, address, and political party of the people elected as Councillors for the Borough at the by-elections held on 20 February 2025.

Hammersmith Broadway

Name:

To be confirmed following the election.

Political Party:

To be confirmed following the election.

Address:

To be confirmed following the election.

Lillie

Name:

To be confirmed following the election.

Political Party:

To be confirmed following the election.

Address:

To be confirmed following the election.

London Borough of Hammersmith & Fulham

Report to: Full Council

Date: 26/02/2025

Subject: Allocation of Seats and Proportionality on Committees

Report of: The Leader of the Council – Councillor Stephen Cowan

Report author: David Abbott, Head of Governance

Responsible Director: Sukvinder Kalsi, Executive Director of Finance and Corporate Services

SUMMARY

The Council is required to confirm the proportional division of seats on the standing committees following the by-elections on 20 February 2025.

RECOMMENDATIONS

1. That the allocation of seats set out in Appendix 1 be noted.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Taking pride in H&F	Ensuring a high standard of governance across the Council.

Financial Impact

There are no direct financial implications from this decision.

Alex Pygram, Head of Finance - Corporate Services, 12/02/2025
Verified by Andre Mark, Head of Finance – Strategic Planning and Investment, 12/02/2025

Legal Implications

The legal implications are set out in the body of the report.

Background papers used in preparing this report

None.

DETAILED ANALYSIS

Allocation of Seats

1. Political Groups on the Council are formed in accordance with the Local Government (Committees and Political Groups) Regulations 1990 when two or more councillors notify the Chief Executive, as Proper Officer, of their wish to be treated as a group.
2. Section 15 (1) (b) of the Local Government and Housing Act 1989 (“the 1989 Act”) imposes a duty on the local authority to review the allocation of seats on the committees of the Council between the political groups at its annual meeting or as soon as possible thereafter. The Council may carry out such a review at any other time and may do so if requested by a political group.
3. In accordance with the 1989 Act the following principles apply to the allocation of seats:
 - (a) That not all the seats on the body to which appointments are being made are allocated to the same political group;
 - (b) That the majority of seats on each committee are allocated to a particular group if the number of persons belonging to that group is a majority of the authority’s membership;
 - (c) That, subject to (a) and (b), when allocating seats to a political group, the total number of their seats across all the ordinary committees of the Council, must reflect their proportion of the authority’s membership; and
 - (d) Subject to (a) to (c), that the number of seats on each committee is as far as possible in proportion to the group’s membership of the authority.
4. Sub-committees, with the exception of the Licensing Sub-Committee, are also governed by the political balance rules, but it is not necessary to add up all the sub-committee seats and then allocate them in proportion. As far as this is practicable, the allocation of seats on each sub-committee should reflect the proportional representation of the political groups on the Council.
5. The 1989 Act requires that, once the Council has determined the allocation of committee places between the political groups, the Council must then appoint the nominees of the political groups to the committees.

6. The Cabinet, Health and Wellbeing Board and the Licensing Committee are not required to be proportional and so are outside of the political balance calculation.
7. It is open to the Council when carrying out a review to adopt some arrangement other than that prescribed by the Act and the Regulations. Notice of such a proposal would have to be given in the Summons, and a decision would need to be made with no one voting against it. The remainder of this report therefore assumes that the Council will not want an alternative arrangement to that prescribed by law.

Political proportionality

8. The political balance of the Council can be calculated by using the simple formula below (to two decimal places):

$$\text{No. of Group Members} \times 100 / 50$$

9. Following the by-elections on 20 February 2025, the political balance of the Council is set out in Table 1 below (subject to change following the election):

	No of seats on the Council	Proportionality
Labour	39	78%
Conservative	10	20%
Independent	1	2%
Total	50	100%

PROPOSAL AND ISSUES

10. The Labour and Conservative Groups hold respectively, 39 and 10 of the 50 Council seats. There is one Independent Member. The proportion by which seats on Committees should be allocated is 78% Majority Group, 20% Minority Group and 2% Independent member. This equates, on the basis of 84 committee seats to: 66 Majority Party, 17 Minority Party and 1 Independent seats.
11. Membership of the Council's Standing Committees (except the Licensing Committee and the Health and Wellbeing Board) and Sub-Committees is governed by the Local Government (Committees and Political Groups) Regulations 1990, as amended, which provides for Members of Standing Committees and Sub-Committees to be those whose names have been notified to the Chief Executive, who is the duly appointed proper officer for these purposes. The Chief Executive has the power to appoint to all Standing Committees (except the Licensing Committees) and Sub-Committees in accordance with any notification received under the Regulations.
12. Both political groups on the Council have to notify the Chief Executive of the names of the Members to serve on the Standing Committees, Sub-Committees and subsidiary bodies.

REASONS FOR DECISION

13. The Local Government and Housing Act 1989 requires local authorities, where Members are divided into political groups, to review periodically the representation of the political groups on their Committees and Sub-Committees to ensure a political balance.

LIST OF APPENDICES

Appendix 1 - Allocation of Seats

Allocation of Seats and Proportionality

Seats are allocated with the following calculation:

$$\text{councillors in political group} \div \text{total number of councillors} \times \text{seats on committee} \\ = \text{allocation of seats (rounded to nearest whole number)}$$

Administration councillors (Labour): 39

Opposition councillors (Conservative): 10

Independent councillor: 1

Total number of councillors: 50

Committees	Total seats	Administration's allocation	Opposition's allocation	Independent allocation
Planning and Development Control Committee	8	6	2	0
Policy and Oversight Board	8	7	1	0
Appointments Panel (A)	5	4	1	0
Appointments Panel (B)	5	4	1	0
Appointments Panel (C)	5	4	1	0
Appointments Panel (D)	3	2	1	0
Audit Committee	5	3	1	1
Pension Fund Committee	5	4	1	0
Standards Committee	6	5	1	0
Children and Education Policy and Accountability Committee	5	4	1	0
Health and Adult Social Care Policy and Accountability Committee	5	4	1	0
Social Inclusion and Community Safety Policy and Accountability Committee	5	4	1	0
Climate Change and Ecology Policy and Accountability Committee	5	4	1	0
The Economy, Arts, Sports and Public Realm Policy and Accountability Committee	5	4	1	0
Housing and Homelessness Policy and Accountability Committee	5	4	1	0
Wormwood Scrubs Charitable Trust	3	2	1	0
Joint Health Overview & Scrutiny Committee	1	1	0	0

Sub-Committees	Total seats	Administration's allocation	Opposition's allocation	Independent allocation
Licensing Sub-Committee	3	2	1	0

Agenda Item 6.3

London Borough Of Hammersmith & Fulham

Report to: Full Council

Date: 26/02/2025

Subject: Revenue Budget and Council Tax Levels 2025/26

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

Report Author: Elizabeth Nash, Principal Accountant (Revenue Planning)
Andre Mark, Head of Finance (Strategic Planning and investment)

Responsible Director: Sukvinder Kalsi, Executive Director of Finance and Corporate Services

SUMMARY

This report sets out the Council's Revenue Budget for 2025/26 (including the key assumptions, details of new additional investment proposals and the efficiencies that are expected to be delivered by services). The report also provides an update on the Council's Medium Term Financial Strategy (MTFS) including the impact of the Local Government Finance Settlement (LGFS) and the adequacy of the balances and reserves to ensure that the Council can maintain long term sustainability and maintain the strong financial governance of the resources.

Nationally, the strategic operating environment for public services (including local government) has been challenging over the past decade with continuing demographic, legislative and regulatory demands. Combined with the recent macro-economic turmoil, and fluctuations in interest and inflation rates, this has resulted in considerable financial pressures.

The Autumn Budget combined with other central government communications on the local government finance settlement suggest that it is likely that there will be more collaborative and partnership working in the future combined with reforms to the existing funding frameworks for local authorities. The Council will work with national government on this reform programme.

The Council welcomes new resources for Extended Producer Responsibility (for waste collection and disposal costs), additional resources for Social Care, Children Services, Homelessness, and funding for the extra national insurance levies, in addition to an extension of Household Support Fund (Round 7).

The overall objectives of the revenue budget proposals for 2025/26 are intended to:

- continue to protect the delivery of core services valued by residents, businesses and visitors
- ensure the safety of our borough
- support prosperity across Hammersmith and Fulham
- promote an exceptional, innovative and efficient Council
- maintain strong financial governance and resilience across the Council and

- preserve one of the lowest Council Tax rates in the country.

A balanced budget for 2025/26 is proposed (whilst protecting our reserves and in year contingencies) including £5.1m of efficiencies, plus additional investment of £12.3m across many services and will allow the continued delivery of the best services to our residents, businesses and visitors. This builds on the administration's record of prudential financial management, running a budget surplus in the last full financial year (2023/24) and increasing reserves at a time when many other councils are utilising them to balance the books.

The key investment proposals of £12.3m for 2025/26 include:

- £3.4m for community safety and social inclusion through permanent funding for our Law Enforcement Team and Gangs Unit, including additional investment to tackle Violence against Women and Girls.
- £2.8m for Adult Social Care (primarily residential and nursing care in addition to existing free home care services).
- £2.2m for Children Services (including family hubs, travel support, looked after children and supporting school attendance).
- £1.8m for Waste Collection and Disposal Services (extra packaging waste, contractual costs on pensions, fuel, and addressing cost pressures).
- £1.2m for Homelessness (in addition to a further £3.5m from the Homelessness Prevention Grant and inflationary uplifts).
- £0.3m to support the continued delivery of the Upstream Strategy (this will promote the long-term economic growth and prosperity of the Borough).
- £0.6m across a range of services to including our Climate Team, Sports Facilities, Insurance Services and enhancing protection against fraud through digital inclusion.

The proposed increase of Council Tax by 2.99% and the additional social care precept (which equates to a total increase of 88p per week) will generate an additional £4m (or 2% of the council's net budget) per annum to fund Council services. This is essential funding for the Council to ensure continuing financial resilience, protect its funding position over the medium term, meet the challenges posed by increasing demand and inflation, whilst balancing the impact on local council taxpayers.

Council Tax in Hammersmith & Fulham remains the third lowest in the country. Since coming to power in 2014, this administration has cut or frozen council tax five times in ten years. But who pays council tax is just as important as how much they pay, which is why we are rightly proud to have one of the most comprehensive Council Tax Support Schemes in the country. Almost four in ten households receive some sort of discount, with those least able to pay paying nothing at all, and the administration choosing to exclude care leavers and foster carers entirely.

The MTFs (Appendix B) suggests that service pressures are likely to continue in Adult Social Care, Children Services and Homelessness (this is consistent with other London Councils). Other factors that are considered include the macro-economic projections and future central government financial settlements. The Council has a good track record in presenting balanced annual budgets and managing its resources (as recognised in the external auditors Annual Audit Report for 2023/24). Our strategy to ensure the continued strong medium term financial governance of the Council will include our service transformation programmes combined with a continuing our

balanced strategy of utilising external service providers to deliver services, maximising income (through fees, charges and developer contributions) and ongoing review of our policy priorities and statutory service obligations.

The report also includes equality impact assessments of those change proposals, alongside an assessment of the robustness of the budget estimates and an assessment of the council's compliance with the CIPFA (Chartered Institute of Public Accountancy) Financial Management Code.

RECOMMENDATIONS

That Full Council agrees, for the reasons set out in this report and appendices:

1. To approve a balanced budget for 2025/26 as set out in the report, including the underlying principles and assumptions.
2. To approve **£12.3m** of new investment on key services for residents.
3. To increase the Hammersmith & Fulham element of Council Tax by 2.99% as modelled by the Government in its spending power calculations for local government.
4. To apply the Adult Social Care precept levy of 2% as modelled by the Government in its spending power calculations for local government.
5. To approve fees and charges, as set out in Appendix E, including freezing charges in adult social care, children's services, and General Fund housing.
6. To approve the Medium-Term Financial Strategy and to note the proposed funding reforms from 2026/27 onwards and budget projections to 2028/29 made by the Executive Director of Finance and Corporate Services in consultation with the Strategic Leadership Team. (Appendix B)
7. To note the statement of the Executive Director of Finance and Corporate Services, under Section 25 of the Local Government Act 2003, regarding the adequacy of reserves and robustness of estimates (paragraph 66).
8. To approve the reserves strategy and forecast as set out in Appendix H.
9. To require all Directors to report on their projected financial position compared to their revenue estimates in accordance with the Corporate Revenue Monitoring Report timetable.
10. To authorise Directors to implement their service spending plans for 2025/26 in accordance with the recommendations within this report, the council's Standing Orders, Financial Regulations, relevant Schemes of Delegation and undertake any further consultation required regarding the Equalities Impact Assessment.

11. Set the council's element of Council Tax for 2025/26 for each category of dwelling, as outlined in the table below and in full in Appendix A and calculated in accordance with Sections 31A to 49B of the Localism Act 2011.

Category of Dwelling	A	B	C	D	E	F	G	H
Ratio	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9
H&F (£)	640.69	747.47	854.25	961.04	1,174.60	1,388.16	1,601.73	1,922.08

12. To note, based on the Mayor of London's draft consolidated budget, the element of Council Tax to be charged by the Greater London Authority in accordance with Section 40 of the Local Government Finance Act 1992 for each of the categories of dwellings as shown in the table below.

Category of Dwelling	A	B	C	D	E	F	G	H
Ratio	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9
b) GLA (£)	326.92	381.41	435.89	490.38	599.35	708.33	817.30	980.76

13. That the overall Council Tax to be set at £1,451.42 per Band D property as follows:

Category of Dwelling	A	B	C	D	E	F	G	H
Ratio	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9
a) H&F (£)	640.69	747.47	854.25	961.04	1,174.60	1,388.16	1,601.73	1,922.08
b) GLA (£)	326.92	381.41	435.89	490.38	599.35	708.33	817.30	980.76
c) Total (£)	967.61	1,128.88	1,290.14	1,451.42	1,773.95	2,096.49	2,419.03	2,902.84

14. To authorise the Executive Director of Finance and Corporate Services to collect and recover National Non-Domestic Rate and Council Tax in accordance with the Local Government Finance Act 1988 (as amended), the Local Government Finance Act 1992 and the Council's Scheme of Delegation.

15. To note the Council's estimated position on the Collection Fund (as set out in paragraph 60).

16. To note the performance on the management of arrears across the Council on all debts due (as set out from paragraph 71).

Wards Affected: All

H&F values	Summary of how this report aligns to the H&F Priorities
Being ruthlessly financially efficient	The council has a proud record of maintaining low Council Tax to its residents. The revenue budget for 2025/26 proposes savings and efficiencies across services and corporate functions that rationalise its estate and reduce its operating costs, whilst also delivering value for money from external contractors.
Creating a compassionate council	The proposals in the revenue budget for 25/26 supports the ongoing investment in services that directly support residents in living, healthy and independent lives. This includes continuing to provide free homecare for older residents, continuing to provide comprehensive Council Tax support to those eligible and increasing investment to tackle homelessness and rough sleeping.
Building shared prosperity	The budget proposals support the launch of the next phase of the industrial strategy (Upstream London) which sets a clear strategy to grow a localised economic ecosystem, with a focus on the sectors that are set to grow and that are deemed right for the local area.
Doing things with residents, not to them	The budget for 25/26 will continue investment in our Family Hubs, ensuring that every child, young person, and family is able to access the right support at the right time. The Hubs will also be developed by collaborating with children and young people and their families, family groups, the local third sector, the NHS and the council's children's services in genuine partnership.
Taking pride in H&F	The council's revenue budget will invest over £50m in public realm services. These services will provide access to safe clean, green spaces for all to enjoy, visit and live in. It will deliver improvements to highways, whilst continuing to invest in the Law Enforcement Team and regulatory services to crack down on anti-social behaviour and rogue traders.

H&F values	Summary of how this report aligns to the H&F Priorities
Rising to the challenge of the climate and ecological emergency	The council has an ambitious target to become a net zero borough. To help achieve this, the budget will support work to increase engagement and investment in green energy and technologies, increase investment in its waste services, continue to keep our streets and parks clean, and take a tough stance against anyone dropping litter, creating graffiti, or dumping rubbish.

Financial Impact

This report is wholly financial in nature and those implications are contained within.

Verified by James Newman, Assistant Director of Finance, 6th January 2025

Legal Implications

The council is obliged to set the Council Tax and a balanced budget for the forthcoming financial year in accordance with the provisions set out in the body of the report.

In addition to the statutory provisions the council must also comply with general public law requirements and, in particular, it must take into account all relevant matters, ignore irrelevant matters and act reasonably and for the public good when setting the Council Tax and budget. The council should be satisfied that the proposals put forward are a reasonably prudent use of resources in both the short and long term and that the interests of Council Taxpayers and ratepayers on the one hand and the users of council services on the other are both considered. The recommendations contained in the report have been prepared in line with these requirements.

Section 30 of the Local Government Finance Act 1992 provides that no amount of Council Tax may be set before the earlier of the following— (a) 1st March in the financial year preceding that for which the amount is set; (b) the date of the issue to the authority of the last precept capable of being issued to it (otherwise than by way of substitute) by a major precepting authority for the financial year for which the amount is set. The GLA precept is due to be agreed at its meeting of 23 February 2023 in advance of the Hammersmith & Fulham Council Tax setting meeting.

Section 25 of the Local Government Act 2003 requires the Strategic Director of Finance to report on the robustness of the estimates made for the purposes of budget calculations and the adequacy of the proposed financial reserves. The council must take these matters into account when making decisions about the budget calculations.

A public authority must, in the exercise of its functions, comply with the requirements of the Equality Act 2010 and in particular section 149, the Public Sector Equality Duty (“PSED”). Members need to consider this duty in relation to the present proposals. In addition, where specific budget proposals have a potential equalities impact these are

considered and assessed by the relevant service as part of the final decision-making and implementation processes and changes made where appropriate.

The protected characteristics to which the PSED applies are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race/ ethnic/ national origin, sexual orientation, religion or belief and sex.

The PSED provides (so far as relevant) as follows:

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

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

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

I foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

(3) 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, in particular, to the need to:

(a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.

(b) 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 (c) 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.

(4) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

(5) Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to —

(a) tackle prejudice, and

(b) promote understanding.

(6) Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

Case law has established the following principles relevant to compliance with the PSED which the council will need to consider:

(106) (i) The PSED is an integral and important part of the mechanisms for ensuring the fulfilment of the aims of anti-discrimination legislation.

(ii) 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.

(iii) 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.

(iv) Although the weight to be given to equality issues and countervailing factors is for the decision-maker, it is for the Court to determine whether "due regard" has been given. This will include the court assessing for itself whether in the circumstances appropriate weight has been given by the authority to those "needs" and not simply deciding whether the authority's decision is a rational or reasonable one.

(v) 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 goes for other protected groups where they will be particularly and directly affected by a decision.

(vi) The PSED does not impose a duty on public authorities to carry out a formal equalities impact assessment in all cases when carrying out their functions, but where a significant part of the lives of any protected group will be directly affected by a decision, a formal Equalities Impact Assessment ("EIA") is likely to be required by the courts as part of the duty to have 'due regard'.

(vii) The duty to have 'due regard' involves considering not only whether taking the particular decision would unlawfully discriminate against particular protected groups, but also whether the decision itself will be compatible with the equality duty, i.e. whether it will eliminate discrimination, promote equality of opportunity and foster good relations. Consideration must also be given to whether, if the decision is made to go ahead, it will be possible to mitigate any adverse impact on any particular protected group, or to take steps to promote equality of opportunity by, for e.g., treating a particular affected group more favourably.

(viii) The duty is non-delegable and must be fulfilled by the council and Members personally.

(ix) The Council must ensure that it is properly informed before taking a decision.

(x) Council officials must be rigorous in both enquiring and reporting to the council on equalities issues to assist council and Members to fulfil that duty.

(xi) The duty must be exercised in substance, with rigour, and with an open mind. It is not a question of "ticking boxes".

(xii) The duty is a continuing one and equalities issues must be kept under review.

All these matters have been, or will be, considered by service departments as part of the final decision-making and implementation processes, but must also be considered by the council when taking its decision.

To assist the council in fulfilling its PSED, an EIA in respect of the proposed overall budget is attached to this report at Appendix F. This Appendix includes a screening of all budget measures undertaken to ensure that the equality duty has been considered where appropriate. These will need to be carefully read and taken into account by the council, together with the requirements of the PSED itself set out above, in reaching a decision on the recommendations in this report.

Section 106 of the Local Government Finance Act 1992, applies to Members where:

- they are present at a meeting of the Council, the Cabinet or a Committee and at the time of the meeting an amount of Council Tax is payable by them and has remained unpaid for at least two months; and

- any budget or Council Tax calculation, or recommendation or decision which might affect the making of any such calculation, is the subject of consideration at the meeting.

In these circumstances, any such Members shall at the meeting and as soon as practicable after its commencement disclose the fact that Section 106 applies to them and shall not vote on any question concerning the matter. Such Members are not debarred from speaking. Failure to comply with these requirements constitutes a criminal offence, unless any such Members can prove they did not know that Section 106 applied to them at the time of the meeting or that the matter in question was the subject of consideration at the meeting.

Verified by Glen Egan, Assistant Director Legal, 7 January 2025.

Background Papers Used in Preparing This Report – none.

CABINET MEMBER FOR FINANCE AND REFORM FOREWORD

This is a budget that funds the fight against crime and anti-social behaviour in Hammersmith & Fulham. It allocates record funding to prevention efforts through our unique Law Enforcement Team, our innovative Gangs Unit, and new investment to stop violence against women and girls. It does so whilst also tackling the causes of crime, with new resources allocated to stop truancy from our schools and educate residents of the growing risk of fraud.

Since 2010, centrally imposed reductions in numbers of police and police stations have made it harder for neighbourhood policing to combat crime in our communities. Residents are increasingly contacting the council for help, and while the council has no control over the police or police numbers, we see it as our duty to act to keep our streets safe.

Concern about crime is by far the most common issue that my residents in Coningham ward contact me about, in my role as a councillor. Across the borough, residents are frustrated that despite regularly reporting crimes committed in their communities, they do not see action taken to address them.

The local police work extremely hard, but resource constraints mean that they often are not able to work as effectively as they would like. The numbers of police officers allocated to wards has reduced in the last decade and a half, and in recent years my own Safer Neighbourhood Team has, at times, just had one officer. This makes it impossible to provide a visible presence across the ward to reassure the public.

Since 2010, centrally imposed reductions in numbers of police and police stations have made it harder for neighbourhood policing to combat crime in our communities. Residents are increasingly contacting the council for help, and while the council has no control over the police or police numbers, we see it as our duty to act to keep our streets safe.

Cuts to police number and police stations in the borough since 2010 have undoubtedly had a major impact on residents' perception of crime. Although crime prevention is the responsibility of the police, rather than the council, this administration sees it as its duty to act when we can to keep residents safe. We will do what we can to support them in this, the most important part of any area of government.

This is why we established the Law Enforcement Team, a unique service among councils in the UK, which provides a visible presence on our streets to tackle anti-social behaviour. This is why we established the innovative Gangs Unit, which works with the police to keep young people out of a life of organised crime. This is why we have funded more CCTV cameras per person, than any other local authority in the country as part of our capital budget. This is why we were the first council in the country to establish a borough wide Public Spaces Protection Order to prevent street harassment of women and girls in the area.

This work is now more important than ever, which is why this budget funds the fight against crime here in Hammersmith & Fulham. This is a budget which, to borrow a phrase, is tough on crime, but tough on the causes of crime too.

It does so with new resources allocated to stop truancy from our schools and educate residents of the growing risk of fraud.

In this budget we have chosen to:

- Secure the funding of the Law Enforcement Team, moving this to the base budget so that it is protected against fluctuations in the economic cycle and residents can be reassured that it will be there when they need it.
- Fully fund the innovative Gangs Unit, which has so successfully choked off organised crime at its roots in recent years.
- Invest new resources in the prevention of violence against women and girls here in our borough.
- Allocated additional funding to a school attendance strategy, which will keep young people in education and reduce the risk of the falling into a life of crime or committing anti-social behaviour; and
- Ensuring that residents have the digital skills and awareness to avoid fraud, the fastest growing crime in the country.

Public safety cannot be done on the cheap. This budget is vital to keep our streets safe and to protect the residents of Hammersmith & Fulham. Criminals across the borough will desperately hope that this is not passed, but the message should go out from this council that their days of terrorising residents are numbered, and that we are coming for them.

The objectives of the General Fund revenue budget proposals for 2025/26 as set out in the report are to:

- continue to protect the delivery of core services valued by residents, businesses, and visitors.
- ensure the safety of our borough.
- support prosperity across Hammersmith & Fulham.
- promote an exceptional, innovative and efficient Council.
- maintain strong financial governance and resilience across the Council; and

- preserve one of the lowest Council Tax rates in the country.

In recent years a combination of statutory requirements placed on councils without corresponding funding, and the lacklustre performance of the economy creating additional need for council services, have stretched local government finances. This budget recognises pressures placed on areas like school transport, temporary accommodation and social care, and provides new funding to address these.

Anyone involved in local government over the last decade and a half should appreciate how difficult budget setting has become. The national public finance policies adopted since 2010 and the economic turmoil from events like Brexit and the 2022 “mini budget” directly caused significant pressure on services and the finances of the Council. This has increased the costs for both provision of and delivery of key services, and has eroded the disposable income for many, increasing the demand for the provision of and delivery of key services. The high interest rates directly impact on the cost of mortgages for homeowners whilst making it more expensive for the council to borrow and resource its capital programme.

However, the cumulative impact of austerity imposed by the previous Government has meant funding from central government has reduced by 54% in real terms¹ and 19% in cash terms, from £164m in 2010/11 to £132m in 2025/26².

A change in Government after 14 years of continued austerity for local government has provided the opportunity for the relationship between local and central government to be reset and planned reform of the financial funding framework for local authorities. The Chancellor’s Budget on 30th October 2024 outlined a set of measures aimed at fixing the foundations of the economy and delivering change.

Despite the financial pressures being experienced across all local authorities, our ruthlessly financially efficient approach (by generating more than £123m of efficiencies since 2014/15), securing more than £100m in contributions from developing the Borough and generating more than £60m in annual income) has allowed the council to ease financial burdens on residents by keeping taxes low, freezing key charges and providing one of the country’s most comprehensive Council Tax Support Schemes.

Few organisations would be able to deliver the same services they delivered over a decade ago with less than half of the resources available. In Hammersmith & Fulham we have not just maintained front line services that residents rely on, but we have gone further, providing new services like the local Law Enforcement Teams to keep our streets and communities safe and clean, maintain weekly bin collections, free breakfasts in primary schools and establishing three Family Hubs at the heart of our communities.

We have also eased financial burdens that residents face by residents by abolishing home care costs, using an Ethical Debt Collection Policy to support those struggling

¹ As per RPI indices - [Retail Prices Index: Long run series: 1947 to 2023: Jan 1974=100 - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/retail-prices-index/long-run-series/1947-to-2023)

² Funding includes Revenue Support Grant, Business Rates Funding Baseline, Social Care and other general grants.

with Council Tax rather than taking further enforcement action, and providing one of the country's most comprehensive Council Tax Support Schemes.

While the national tax burden reached historically high levels due to the previous government, there is nowhere better to be a Council Taxpayer than right here in Hammersmith & Fulham. Not only have we set the third lowest Council Tax in the country by cutting or freezing rates in five of the last ten years, but we have one of the most comprehensive Council Tax Support Schemes, which ensures that those least able to pay, pay the least.

We are one of just three London councils that has maintained no minimum payment, meaning the most vulnerable residents will not need to pay a penny of their Council Tax when they are struggling to make ends meet. We have also taken the decision to exclude Care Leavers and Foster Carers from Council Tax entirely, in recognition of the unique difficulties that they face and their inspiring contribution to our community.

This has only been possible because of the ruthlessly financially efficient approach that we have taken to managing residents' money. We will continue to reform the council to ensure that we provide the best value for their money possible. This budget does this through innovative use of new technology and data, and council-wide efficiency programmes to streamline operations and ensure the best use of resources.

This council will continue to manage its financial resources effectively to ensure financial resilience and sustainability (including a good level of reserves and in year contingencies). Despite the wider challenges faced by councils across the country, the council will continue to rise to the financial challenges faced to protect its residents, businesses and visitors services, and deliver on its commitment to make the borough a stronger, safer, and kinder place for everyone.

NATIONAL FINANCIAL CONTEXT AND OUTLOOK

1. Local government continues to operate in a challenging financial environment for the short and medium term. Although inflation has fallen in recent months, inflationary price rises over the last twelve months continue to impact the Council's budgetary position and increase the cost of living for its residents and businesses.
2. CPI (Consumer Price Index) inflation has returned to the Bank of England's 2% target level in 2024/25, falling to as low as 1.7% in September 2024. However there has been an upward turn in recent months mainly attributed to the rise of the Office of Gas and Electricity Markets (Ofgem) energy price cap in October 2024.
3. Whilst CPI inflation is no longer at the peak of 11.1% experienced in October 2022 (this was the highest rate in over 40 years), the lower level of inflation is applicable to prices which have seen a cumulative increase of more than 20% over the last 3 years.
4. As part of its fiscal policy and to meet the Government's 2% inflation target, the Bank of England have put up the UK base interest fourteen times over the past two years, and the base rate now stands at 4.75%, down from a peak of 5.25% from August 2023 to July 2024. For the council, its main source of borrowing is via the Public Works Loan Board, whose rates vary slightly from those issued by the Bank of England, being based on gilt rates.

5. This will have an impact on the Council’s capital programme as much careful consideration will have to be given by Members on how to finance and pay back any sums borrowed and repayable soon.

The table below sets out some of the Office of Budget Responsibility’s (OBR) key economic and fiscal indicators over the medium term.

	2025/26	2026/27	2027/28	2028/29
CPI	2.6	2.2	2.1	2.1
Average Earnings	3.0	2.1	2.0	2.3
Interest Rates	3.9	3.7	3.6	3.5
Gilt Rates	4.1	4.2	4.3	4.5

Autumn Budget 2024

6. The Chancellor announced the Autumn Budget on the 30th of October 2024, which outlined the Government’s spending plans and the estimated impact of changes to tax, welfare and public service spending policy that carry a direct, quantifiable impact on households.
7. For councils, an increase in funding of £1.3bn was announced, with £600m earmarked for social care. Other key announcements affecting local government funding in 2025/26 are outlined below:
- An additional £233m for homelessness prevention. Details of the allocation for the council were to be confirmed at the time of writing this report.
 - The extension of the Household Support Fund until the end of 2025/26
 - An increase of £1bn for SEND and alternative provision in 2025/26.
 - The Affordable Homes Programme will increase by £500m in 2025/26
 - Consultation on a new long-term social housing rent settlement of CPI+1% for 5 years as well as the option on further potential measures such as a 10-year settlement.
 - Right-to-buy discounts will be reduced by government, and local authorities will be able to retain 100% of the receipts from right-to-buy purchases.
 - Employer National Insurance Contributions (ENICs) will increase by 1.2% in 2025/26 – The Government has announced initial funding of £502m to be made available of which the Council’s share is £2.2m. Funding will only be for the direct costs affecting local authorities therefore services provided by 3rd parties such as social care providers will not be funded as well. If they are not able to absorb the increase in costs, there is a risk of an inflationary increase for the Council.
 - Local roads maintenance funding will increase by £500m in 2025/26.

- The UK Shared Prosperity Fund will continue for one more year at a reduced level of £900m across England.
- The standard business rate multiplier will be increased by September CPI (1.7%), retail, hospitality and leisure (RHL) businesses will receive a 40% business rates relief in 2025/26, and the small business rate multiplier will be frozen for a fifth consecutive year.

Cost of Living and Benefits

8. Alongside the Autumn Statement, The Office for Budget Responsibility's (OBR) economic and fiscal outlook was published³. It is forecast that unemployment rate to peak at 4.3 per cent, equivalent to 1.5 million people, in the third quarter of 2024, before falling to a trough of 4.0 per cent in mid-2025 as a positive output gap opens. Unemployment then returns to its estimated structural rate of 4.1 per cent in mid-2027.

Welfare spending is forecast to rise sharply this year (by £17.3 billion, or 5.8 per cent) driven by the uprating of most benefits with CPI inflation, to £313.6 billion (11.1 per cent of GDP). It is then forecast to rise by an average of £12.8 billion (3.8 per cent) a year over the rest of the forecast period, reaching £377.7 billion (11.1 per cent GDP) in 2029-30. The main drivers of this increase are higher pensioner spending due to the ageing population and the triple lock, and rising caseloads for health and disability benefits.⁴

9. The impact of the wider macroeconomic downturn has impacted many vulnerable households. In response to this, a cost-of-living strategy has been developed by the Council and financial support of more than £10m has been provided including direct Council funding and the continuation of Household Support Fund⁵. This package, and other support across the council, includes:
- providing free breakfasts in primary schools
 - abolishing home care charges for elderly and Disabled residents
 - frozen or cut service charges across the council in real terms.
 - supporting the local foodbank and local charities
 - expanding advice services for anyone in need of extra support
 - making more funding available to help prevent emergencies and crisis.
 - providing financial help to low-income families with essential living costs.

LOCAL GOVERNMENT FUNDING

Local Government Finance Settlement and Core Spending Power

10. The Local Government finance policy statement was published on the 28th of November setting out the Government's financial framework for 2025/26 and beyond.

³ [Economic and fiscal outlook – CP 1169](#)

⁵ [Cost of living support | London Borough of Hammersmith & Fulham \(lbhf.gov.uk\)](#)

11. The policy statement set out the Government's intention for Local Government funding reform and outlined its intentions from 2026/27 to fundamentally improve the way it funds councils and directs funding to where it is most needed, based on an up-to-date assessment of need and local resources.
12. These reforms will build on the proposals set out in the previous government's review of Relative Needs and Resources (also referred to as the 'Fair Funding Review'), using the best available evidence to inform local authority funding allocations.
13. The Provisional 2025/26 Local Government Finance Settlement (LGFS) was published by MHCLG on the 18th of December 2024 and the final settlement was published on the 3rd of February 2025. The statement outlines provisional funding allocations for local authorities for 2025/26 alongside the Core Spending Power for each authority.
14. The 2025/26 LGFS continues the recent trend of single year funding settlements with no grant allocations confirmed beyond next year. However, in the statement, the new Government has set out its intention to simplify the wider local funding landscape, reducing the number of grants and consolidating them into the Local Government Finance Settlement, as well as moving towards a multi-year settlement for local government from 2026/27 so local authorities can plan more effectively.
15. A consultation was also launched at the LGFS asking authorities for their views on the reforms. The proposed reforms will have no impact on funding for 2025/26 but are set out in more detail in Appendix B as part of the MTFs.
16. Core Spending Power estimates total revenue funding available to authorities. The provisional settlement provided a real terms increase in Core Spending Power of 3.8% however within this calculation what is shown as funding for local authorities is in large part, the ability for local authorities to raise Council Tax locally as opposed to direct grant funding from central government.
17. The settlement assumes that local authorities will need to increase local tax by 5% each year until 2028/29. It also includes assumptions on business rates income (including compensation for under indexing the multiplier) as well as growth in the Council Tax base.

A summary of the Council's Core Spending Power in comparison to the previous financial year is set out in the table below

Table 1 - Core Spending Power

	2024/25 £m	2025/26 £m	Change between years £m
Revenue Support Grant and Estimated Retained Business Rates	89.1	90.4	1.3
Government Grants	53.4	60.5	7.1
Estimated Council Tax	78.8	84.2	5.4
Total	221.3	235.1	13.8

18. It should be noted that whilst the overall Core Spending Power for the Council has increased by £13.8m, £7.1m (51%) of this relates to grant funding distributed directly

to local authorities as part of the LGFS (including the compensation for the increase in Employers National Insurance), as both Council Tax and business rates income are locally generated sources of income.

An explanation of the key funding streams is outlined below:

19. **Settlement Funding Assessment (SFA)** – The SFA is made up of two elements: The Revenue Support Grant (RSG) and the Baseline Funding Level (BFL). RSG is given to local authorities and can be used to finance revenue expenditure on any service. This grant has increased by £0.42m. The BFL is the estimated retained Business Rates as calculated by the Government, usually uprated in line with the small business rates multiplier. The actual business rates estimated by the Council is set out in the business rates section below.

20. **Social Care funding** – An additional £1.13bn of new funding was announced for local authorities targeted at adult and children social care (with £250m of this being a new Children’s Social Care Prevention Grant, distributed using a new children’s needs-based formula).

This funding is in addition to £1.05bn continuing ringfenced funding for adult social care in relation to the Local Authority Better Care Grant (which now includes the Discharge Fund) and the Market Sustainability and Improvement Fund.

21. **Compensation for the under-indexing of the business rates multiplier** – this is funding to compensate local authorities for lost business rates income arising from the decision to freeze the small business rates multiplier.
22. **New Homes Bonus** - There will be new rounds of New Homes Bonus (NHB) payments in 2025/26. In line with last year, these payments will not attract new legacy payments. It was announced that this will be the last year of the funding, with further announcements on alternative funding to be determined.

The statement confirmed the repurposing of the **Services Grant** to simplify the system, in line with the assumptions set out in the MTFS.

Other Funding

23. **Household Support Fund (HSF)** - In 2021, the Department for Work and Pensions announced that vulnerable households across the country would be able to access a new support fund to help them with essentials over the winter. The total HSF allocated to Hammersmith and Fulham during 2024/25 was £2.8m, all of which is planned to be spent as part of the council’s Cost of Living response.
24. It was confirmed by the Chancellor in her Autumn Statement that the HSF will continue until the end of 2025/26 (with £740m distributed to councils in England) which is welcome news given how vital this additional funding has been to support those most vulnerable and affected by the Cost-of-Living crisis.
25. **Extender Producer Responsibility for Packaging (pEPR)** – This income will cover the existing costs local authorities incur for managing household packaging waste, provide additional funding for new legal duties, and support much needed investment in the waste and recycling industry. The council will receive an estimated £1.87m as a

guaranteed payment in 2025/26 towards these costs. However, the government will assess the impact of additional pEPR income on the relative needs and resources of individual local authorities, and how it factors into the measurement of local authority spending power, ahead of the 2026/27 Settlement.

The Government has outlined as part of the terms of the funding that councils will be subject to monitoring and evaluation of the efficiency and effectiveness of its waste management functions. The council may be subject to improvement actions if it is not deemed 'efficient and effective', and potential deductions on payments from 2027/28 if improvements are not delivered.

26. The Council will receive £26.0m for the Public Health Grant, £6.6m for the Homelessness Prevention Grant (although in a change in policy it should be noted that 49% of this grant cannot be spent on temporary accommodation and must be spend on prevention, relief and staffing activity) plus a further £1.0m for rough sleeping prevention and recovery, plus £188.3m for the Dedicated Schools Grant (DSG). These grants are ringfenced within departmental budgets and are assumed will have a neutral impact in the current budget proposals.

THE REVENUE BUDGET 2025/26

27. The budget gap for 2025/26 was estimated at £18.7m (as reported to Council in February 2024). This forecast has been under continuous re-assessment during the financial year as service pressures have emerged and/or been mitigated, plus announcements on funding are known. The key changes that resulted in a balanced budget proposal for 2025/26 are set out in the table below (the individual Directorate budget analysis and other details are set out in Appendix I).

Table 2: 2025/26 Budget Summary

	Proposed (£m)
Base Budget 2024/25 (Balanced Budget)	-
Provision for Price Inflation (2.7% plus some targeting)	6.2
Provision for Pay Inflation (2%)	3.1
Provision for Growth and Investment in Services	12.3
Other Changes (cost of borrowing/minimum revenue provision/concessionary fares/interest on balances)	7.2
Recognition of current income projections	(3.0)
Savings and Efficiencies	(5.1)
Resources	
Increase in Central Govt Grants	(7.9)
Collection Fund (business rates and prior year surpluses)	(6.8)
Increase in Council Tax Base (Households)	(2.0)
Additional Council Tax Income (from April 2025)	(4.0)
Budget Gap 25/26	-

28. The Band D Council Tax charge is calculated by dividing the Council Tax requirement by the Council Tax base⁶. The determination of the 2025/26 Council Tax requirement is set out in Table 9. The medium-term forecast, to 2028/29 is set out in Appendix B.

SERVICE AND CORPORATE ITEMS

Inflation, Investment and Growth

29. As outlined in the national outlook section above, inflation has now returned down to 2.6% as of November 2024. However, the cumulative impact of high inflation over the preceding years has impacted significantly on the price of goods and services. As a result of this and increasing demand driven by demographic changes and the cost of living crisis, the council has experienced significant cost pressures in Temporary Accommodation, Children's Services and Adults Social Care. These pressures are detailed, monitored and are reported to Cabinet as part of the Corporate Revenue Monitoring process.
30. For 25/26, the council has allocated £6.2m to services to fund inflationary pressures across third party contracts. This assumes inflation of 2.7% plus additional funding targeted at contracts where inflation is expected to be higher than the 2.7% assumption (for example, energy and fuel costs).
31. The budget also proposes a provision of 2% (£3.1m) for the pay award in 25/26. At this time negotiations on the future pay award have not yet been made public so it is unclear what the final settlement will be. The trend in prior years for a cash uplift as opposed to a percentage uplift which is proportionately more beneficial for those on the lower end of the pay scale.
32. Total investment and growth of £12.3m is being provided following the budget setting and review process. This funding is required to meet the costs of statutory obligations, demographic, service and demand pressures and key resident priorities.
33. The Council's strategy to manage growth, investment and its impact on cost pressures has been for service areas to manage pressures within their budgets wherever possible including by factoring one-off funding, grants and income generation where possible. However, where such mitigations are not able to contain emerging cost pressures budget growth has been made available to fund these pressures.
34. The inflation, growth and investment proposals are reviewed and monitored via the Corporate Revenue Monitor on an ongoing basis as more information becomes available and any variances to these estimates are reported accordingly where appropriate. In recent years, the council has experienced significant increases in cost and demand for adults and children's social care expenditure as well temporary accommodation, and there is an element of risk that even with mitigation plans and service actions, expenditure may exceed budget for 2025/26. Work is underway across

⁶ The Council Tax requirement is the expenditure that is to be funded from Council Tax. The Council Tax base is the income that will be generated from a Council Tax charge of £1.

these areas to address cost pressures, but given trends in recent years a corporate contingency and earmarked reserves are also held to mitigate these risks.

35. The investment proposal details are set out in Appendix C to this report, and key elements are summarised below:

Table 3: 2025/26 investment proposals by Department

Department	£m
People	5.0
Place	5.5
Housing Solutions	1.2
Finance and Corporate Services	0.6
Total	12.3

Table 4: Investment proposals by Department

Proposal Summary	£m
Law Enforcement and Gangs Unit / Violence against Women and Girls	3.4
Adults Care Packages (Residential/Nursing)	2.8
Waste Management Services (contractual obligations on pensions, fuel costs, new wheeled bin services)	1.8
Children Services (Care Prevention, Travel Care and Placements, Family Support and Child Protection, Contact & Assessment Teams, School Attendance, and Family Hubs)	2.2
Homelessness and rough sleeping prevention ⁷	1.2
Industrial Strategy - Upstream (one-off)	0.3
Other (insurance premiums, sports facilities, preventing fraud through digital services)	0.6
Total	12.3

Savings

36. The proposed savings are detailed in Appendix C and summarised in Tables 5 and 6.

Table 5: 2025/26 savings proposals

Department	£m
People	(1.8)
Place	(2.1)
Housing Solutions	-
Finance and Corporate Services	(0.5)
Centrally Managed Budgets	(0.8)
Total	(5.1)

⁷ Total investment in homelessness and rough sleeping is £4.2m - £2.2m additional Homelessness Prevention Grant funding, £1.2m investment and £0.8m inflation.

Table 6: Categorisation of savings

Savings categories	£m
Commercialisation / income	(1.5)
Procurement / commissioning	(0.8)
Service reconfiguration	(1.7)
Service rationalisation/budget reduced in line with spend	(0.1)
Prevention	(0.6)
Estate rationalisation	(0.3)
Staffing/productivity	(0.1)
Total savings	(5.1)

Other Measures

37. Additional income of £5.0m relating to investing cash balances is expected to materialise in 2025/26 as interest rates continue as per the Bank of England's economic forecast assumptions. This income will be used to balance the budget in 2025/26, and our cash balances and base rate assumptions will be reviewed throughout the financial year in line with our treasury management strategy.
38. Completing a two year comprehensive review in parking, across both front and back-office functions within parking services, has resulted in a programme of measures that has delivered more effective and efficient systems and processes and is reflected in the budget for 25/26. There have been significant improvements through the adopting of new systems in the processing and management of permits, suspensions and traffic orders, together with a more streamlined approach in the administrative functions underpinning our work with the registration of debts and warrants. There has been a significant change in the way we deliver services reducing our dependence on external support, particularly regarding our moving traffic operational model. All functions are now in house and the move to a fully automated cameras network across the borough has been completed. Other operational and administrative improvements in our call centre, correspondence and appeals processes, has also reduced the need for external support.
39. In addition, there are short-term efficiencies arising from lower than budgeted contributions to the concessionary fares (freedom pass) scheme. This is due to the impact of passenger usage on public transport in response to the pandemic and changes to ways of working, plus the cumulative impact of the freeze on fares by the Mayor of London. This is not expected to continue beyond 2025/26 as demand is forecast to return to pre pandemic levels and fares increase.
40. It is also proposed to establish a one-off funding programme of £52,500 in 2025/26 to support the delivery of local community projects. The projects will be developed in consultation with residents and led by Ward Members (and each project will be limited to a maximum sum of £1,000 within a total of £2,500 for each of the 21 wards of the Council).

FEES AND CHARGES

41. Charges governed by statute are set in accordance with those requirements and not varied in accordance with inflation. For non-statutory fees and charges, levied by Hammersmith & Fulham, it is recommended that:
- they are frozen for Adult Social Care, Children’s Services and Housing in line with administration policy.
 - commercial services that are charged on a for-profit basis, will be reviewed on an ongoing basis in response to market conditions and varied up and down as appropriate, with appropriate authorisations according to the council Constitution.
 - parking charges and fines are set in line with transport policy objectives and not considered as part of the budget process.
 - a standard uplift of 1.7% (in line with September CPI) is applied for other non-commercial and non-parking fees.

The current proposed exceptions to the standard 1.7% increase and policies above are set out in Appendix E.

COUNCIL TAX, BUSINESS RATES AND LEVIES

COUNCIL TAX SETTING

42. As part of the Localism Act 2011, the Government replaced the power to cap excessive budgets and Council Tax increases with compulsory referenda on Council Tax increases above limits it sets. For 2025/26 local authorities “will be required to seek the approval of their local electorate in a referendum if, compared with 2024/25, they set an increase in the relevant basic amount of Council Tax that is 3% or higher”. As the proposed Council Tax increase for this Council is 2.99%, no such referendum is required.
43. In addition, the Government has modelled setting a precept to fund social care for adults of 2% in 2025/26. This levy is included in the Council’s budget proposals.
44. **The Council has a successful track record of keeping Council Tax low, either cutting or freezing Council Tax in five of the last ten years.** Nationally Council Tax is around 56% of the total Core Spending Power (but only accounts for 38% in Hammersmith and Fulham).
45. Inflationary lag, continued wage growth above current CPI levels and elevated interest rates makes a Council Tax increase in 2025/26 unavoidable and a 2.99% increase in the Hammersmith & Fulham element of Council Tax is required to achieve a sustainable budget. As the current level of Council Tax is so low, even an increase of 2.99% keeps the overall level well below other local authorities. For 2025/26, despite the financial pressures on the council, our ruthlessly financially efficient approach has allowed us to keep Council Tax levels low. There are fewer better places to be a Council Taxpayer than here in Hammersmith & Fulham. Not only do we have the third lowest council tax rates in the country, but our Council Tax Support Scheme provides a discount to 39% of households, with the most vulnerable paying nothing at all.
46. This administration took the decision to exempt care leavers from paying Council Tax entirely along with exemptions for in-house foster carers and special guardians so that

they do not pay a penny of Council Tax, showing its commitment to being a compassionate council.

47. The level of Council Tax increase reflects the assumption that has been outlined by Central Government in the Autumn Statement made on the 30th October by the Chancellor and assumed in the funding settlement for local government. The additional income will fund rising costs, protect, and support investment in key services for residents, and strengthen future financial resilience. The increase is equivalent to £27.37 per annum, or less than 53p per week, for 2025/26 (at Band D). The Council Tax charge for Hammersmith & Fulham is the third lowest in the country.
48. **The council is also proposing to levy a 2% Adult Social Care precept.** The increase is equivalent to £18.31 per annum, or less than 36p per week, for 2025/26 (at Band D) and is ringfenced to support Adult Social Care. The continued delay in the national review of the funding of adult social care is a major concern and the government is continuing with the strategy of using an adult social care precept (since 2016/17). In the first years of the levy, Hammersmith & Fulham was determined not to apply the levy even though the council's funding from Government was modelled on the assumption that it would. Due to the continued high levels of inflation and instability in the social care market, the impact of the Covid-19 pandemic and the absence of a long-term funding solution to social care funding, the council has accepted the need to apply this levy to fund core services to vulnerable adults.
49. As set out below 61% of dwellings in Hammersmith & Fulham are liable for 100% Council Tax with exemptions/discounts for Council Tax support claimants, students, care leavers and single person households.

Table 7: Liability for Council Tax

Total dwellings in the borough	94,867	100%
<i>Reductions:</i>		
Exemptions (mainly students, includes care leavers and vacant properties)	(3,257)	(3%)
Council Tax support claimants (elderly & working age on low income, including those with other discounts)	(13,080)	(14%)
Discounts only (primarily single person discount of 25%)	(21,135)	(22%)
Dwellings liable for 100% of Council Tax	57,395	61%

COUNCIL TAX REQUIREMENT 2025/26

Table 8: Base Budget Requirement for 2025/26

Budgeted expenditure 2025/26	£m
Housing benefit payments	90.9
<i>Departmental budgets:</i>	
People	323.3
Place	146.5
Housing Solutions	45.6
Finance and Corporate Services	62.6
Centrally Managed Budgets	33.9
<i>Less capital financing</i>	<i>(20.5)</i>
Gross budgeted expenditure	682.2
Customer and client receipts	(120.4)
Specific and ringfenced govt grants	(242.3)
Reimbursements and contributions	(34.6)
Interest and other	(64.3)
Gross revenue income budget requirement	(461.6)
Net revenue budget requirement	220.6
To be met from:	
General grants	(66.4)
Locally retained business rates	(63.3)
Retained business rates above safety net	(6.0)
2025/26 Council Tax requirement (including the adult social care precept)	(84.9)

50. The overall amount to be met from the Council Tax, including the GLA element, is £128.166m. This will provide a balanced budget in 2025/26.

Table 9: Overall 2025/26 Council Tax requirement

London Borough of Hammersmith & Fulham	£84,863,676
Greater London Authority (proposed)	£43,302,516
Total requirement for Council Tax	£128,166,192

51. In accordance with the Local Government Finance Act 1992, the Council is required to calculate and approve a Council Tax requirement for its own budgetary purposes (section 9) and then add the separate Council Tax requirements for each of the preceptors (section 10). The requisite calculation is set out in Appendix A.
52. The council must then set the overall Council Tax for the Borough. These calculations must be carried out for each of the valuation bands, A to H. The amount per Band D equivalent property is calculated as follows:

<u>Total Council Tax Requirement</u>	=	<u>£128,166,192</u>	=	£1451.42 Band D
<u>Tax Base (Band D equivalent)</u>		88,304		

53. On the 13th of January 2025, Cabinet agreed a Council Tax base of 88,304 equivalent Band D properties for 2025/26. Therefore, the council's element of the Council Tax for Band D properties can be calculated as followed:

$\frac{\text{Total Council Tax Requirement}}{\text{Tax Base (Band D equivalent)}} = \frac{\pounds 84,863,676}{88,304} = \pounds 961.04 \text{ Band D}$
--

54. This represents a 2.99% increase in the Hammersmith & Fulham element of the Council Tax charge and a 2% levy for the adult social care precept.

PRECEPTOR’S (Greater London Authority) COUNCIL TAX REQUIREMENT

55. The Greater London Authority’s (GLA) precept is also funded from Council Tax. The following table analyses the total amount to be funded and the resulting proposed overall Band D Council Tax level. The Mayor of London’s budget proposals set out a provisional Band D charge of £490.38. This is subject to formal approval by the Mayor of London following the London Assembly meeting of 25 February 2025. The preceptors budget requirement will be amended should there be a change to the Mayor’s proposed Band D charge.

$\frac{\text{Preceptor’s Budget Requirement}}{\text{Tax Base (Band D equivalent)}} = \frac{\pounds 43,302,516}{88,304} = \pounds 490.38 \text{ Band D}$

56. The proposed GLA charge represents an increase of £18.98 (4%), compared to 2024/25. This includes a £14.00 increase in the police precept, and a £4.98 increase for non-police services.⁸

Business Rates

57. The recent change in legislation has meant that the business rates multiplier has been ‘decoupled’ and ministers now have the power to set different levels of rates for the elements of the multiplier (small and standard multipliers). The Autumn Statement confirmed that the standard multiplier rate would increase in line with September’s CPI inflation (1.7%).
58. There will continue to be a freeze in 2025/26 for the small business rate multiplier for the fifth year in a row. There has been a change to the relief given to Retail, Hospitality and Leisure businesses which will now be subject to a 40% relief (previously this was at 75%). Local authorities will be compensated by the government for the resultant loss of income from these measures.

⁸ Source: [Mayor's Consultation Budget \(london.gov.uk\)](https://www.london.gov.uk/press-releases/mayor/budget-2025)

59. The forecast assumes that Hammersmith & Fulham will receive and retain the minimum amount guaranteed, the safety net threshold, by Government. This is £63.3m for 2025/26.

Collection Fund

60. There has been a surplus of £6m in the Collection Fund relating to 2023/24, that has been included in the proposed base budget for 2025/26 (the final figures for 2023/24 were agreed in the autumn as part of the 2023/24 external audit of the financial statements, creating a time lag). It is currently estimated that there will be further one-off surplus resources for 2024/25 which will be agreed as part of outturn for 2024/25. Any further residual resources identified will be carried forward and dealt with in budget planning for 2026/27. These variations are due to several factors adjustments, collection rates, review of single person discount entitlements and other technical adjustments relating to tariffs.

Levies

61. The Council, alongside other London local authorities, contributes towards London wide services in the form of levy payments. Levies are paid to the following agencies:
- Environment Agency (for flood defences)
 - London Pension Fund Authority
 - London Councils (for concessionary travel for those 60+)
 - Lea Valley Regional Park Authority
 - Western Riverside Waste Authority
62. As at time of writing, not all of these levies have been confirmed and therefore the budget for 2025/26 is based on the charge from 2024/25 uplifted by inflation and projected demographic changes. Once these are confirmed, the budgets will be amended before final approval at Full Council if necessary.
63. For concessionary travel, this budget is estimated to remain at the budgeted level (£9m) for 2025/26. Demand for travel has slowly returned close to pre-pandemic levels and TfL has confirmed that tube fares will increase by 4.6% in 2025 therefore no savings are expected unlike in previous years.

CONSULTATION

Non-Domestic Ratepayers

64. In accordance with the Local Government Finance Act 1992, the council has consulted with non-domestic ratepayers on the budget proposals. The consultation can have no effect on the business rate, which is set by the Government.

Policy and Accountability (PAC) Committees

65. As part of the consultation process the budget proposals have been reviewed by the Policy and Oversight Board, and the relevant Policy and Accountability Committees.

VIEWS OF THE EXECUTIVE DIRECTOR OF FINANCE AND CORPORATE SERVICES

The robustness of the budget estimates

66. Under Section 25 of the Local Government Act 2003, the Executive Director of Finance and Corporate Services is required to include, in the budget report, a view of the robustness of the budget estimates.
67. Budget estimates are exactly that, estimates of spending and income at a point in time. This statement about the robustness of estimates cannot give a guaranteed assurance about the budget but gives Members reasonable assurances that the budget has been based on the best available information and assumptions. For the reasons set out below the Executive Director of Finance and Corporate Services, is satisfied with the accuracy and robustness of the estimates included in this report:
- The budget proposals have been developed following guidance from the Executive Director of Finance and Corporate Services and have been through a robust process of development and challenge with the Strategic Leadership Team, service leads and directors and Cabinet Members.
 - The assumptions made for pay and price inflation, investment and other expenditure are pragmatic and prudent.
 - The rigorous budget monitoring framework will be continued in 2025/26 and any risk/pressures arising will be reported and mitigating actions identified and implemented.
 - Ongoing pressures identified as part of the budget monitoring process will be considered as part of MTFS proposals.
 - Service directors have made reasonable assumptions about growth pressures which, where not manageable within current budgets, have resulted in additional investment.
 - Rigorous mechanisms will be in place to monitor sensitive areas of expenditure and the delivery of savings. The council recognises that it faces an increasing financial challenge due to the combination of the impact of the Covid-19 pandemic, government grant funding cuts of £39m since 2010/11, new burdens from government, demographic trends including increasing demand and complexity and cost of that demand. The latest current year Corporate Revenue Monitoring Report (month 6) forecasts an overspend of £3.4m (reducing to £1.4m should current mitigating actions be delivered, and the use of contingency budgets).
 - Key risks have been identified and considered.
 - Prudent assumptions have been made about interest rates payable and the budget proposals are joined up with the requirements of the Prudential Code and Treasury Management Strategy. The revenue effects of the capital programme are reflected in the budget with an increase of £3.7m in the revenue net cost of borrowing.
 - The recommendations regarding fees and charges are in line with the assumptions in the budget.
 - A review with the Strategic Leadership Team of proposed savings, their impact and their achievability has taken place.

- Cabinet Members have reviewed and challenged all budget proposals. In addition, the Oversight Board and relevant Policy and Accountability Committees have scrutinised the budget proposals.
- There are appropriate management and monitoring arrangements for the delivery of savings programmes.
- A prudent approach has been adopted on the local share of business rates income receivable based on the latest information available on appeals and debt management arrangements.

Risk and Debt Management

68. Under Section 25 of the Local Government Act 2003, the Executive Director of Finance and Corporate Services is required to include, in budget reports, views of the adequacy of the balances and reserves the budget provides for considering the medium-term risks facing the authority.
69. The key financial risks that face the council have been identified in Appendix D and the substantive risks include:
- The continuing economic conditions relating to inflation, interest rates, unemployment, real household incomes (these may all increase our service delivery costs, recovery of income and viability of major projects).
 - Legislative requirements (e.g., Environment Act 2021, Social Regulation 2023, Employment Rights Bill) will add additional pressures on our service delivery.
 - Regulatory burdens from Central Government (e.g., Housing Ombudsman, CQC) may increase our cost pressures if not fully funded.
 - The demographic pressures especially on Adult and Childrens Social Care, Special Educational Needs and Disabilities, homelessness and rough sleeping and people from abroad will continue (as is the case nationally for many other local authorities). This is a combination of several factors including the Covid-19 recovery, addressing pent-up demand and supply issues post Brexit.
 - Higher pay inflation particularly given current labour shortages.
 - The stabilisation and restoration of Hammersmith Bridge, with the council incurring revenue and capital costs at risk until government funding is confirmed.
 - The future impact on London of the government's wider local government finance reform (such as business rates)
 - The impact of the wider economy on major council development projects and future contributions from developers
 - The impact of, and costs of, tackling climate change
 - The challenge of identifying further significant future savings that balance the budget over the longer-term.
70. The Council also holds a corporate contingency which can be called upon to manage risks to the agreed budget reduction programme in any one year as well as addressing unforeseen budget pressures which may manifest themselves through the financial year and the medium term. The budgeted level of contingency for 2025/26 and across the remainder of the MTFS is c.£9m.

Debt Management

71. Debt on the Council's balance sheet increased marginally by £1.6m in cash terms (1.8%) between March 2023 and March 2024, from £86.8m to £88.4m. Whilst there were reductions for debt relating to Business Rates (£0.7m), HRA debt (£1.3m) and Housing Benefit Overpayments (£0.9m), Council Tax increased by £2.4m and sundry General Fund debt increased by £1.2m.
72. Improvements in debt management procedures have been implemented during the current financial year. These include a new Debt Management Board which has been set up to monitor performance, challenge services to take action to reduce debt balances and share best practice. There has been a drive to reduce the creation of new debt and to balance financial support offered to residents through the cost-of-living crisis with responsible lending.
73. The Council Tax debt position has been given specific focus, and we expect to see a marked improvement in the coming year. Residents have been helped by our ethical approach to debt recovery and repayment plans – which is both empathetic and effective in collecting revenues. However, for those who refuse to pay their council tax and haven't spoken to us about help with their finances, we have no other option other than to recoup this funding through legal means, where necessary. This includes the use of recovery agents. We have a duty to those taxpayers who are paying to pursue those that can pay but won't.
74. Initiatives such as use of algorithms to predict rent arrears and transformation programmes to free officer time for debt recovery and development have been implemented. There has been an increase in following up overdue debts with legal action and changes in the Council's policies which now allow for using enforcement agents to recover Council Tax debts from ex-residents. There will be a continued focus on the Top 10 debtors, which make up 18% of the total debt outstanding.
75. Provisions on the debts outstanding have been set aside based on prevailing regulations and guidelines (and are reviewed/endorsed by our external auditors).

General Balances and Earmarked Reserves

76. In accordance with guidance from CIPFA, the council sets aside specific funding to mitigate risk, ensure it has contingency for any unexpected financial liabilities, invest in its strategic corporate priorities and the carry forward of grants ringfenced for project delivery.
77. In the last full financial year (2023/24) the administration ran a budget surplus, underspending on its budgets over the course of the year, and adding £0.3m to reserves. At a time when other local authorities are relying on reserves to balance their budgets, this demonstrates the prudent management of council finances in Hammersmith & Fulham, and the ruthlessly financially efficient approach the administration takes to managing budgets.
78. The lack of an appropriate safety net has resulted in several councils running into financial difficulties. The issuance of a section 114 notice (this is a notice from the s151 officer in their view that a Council's resources are not sufficient to fund its forecasted expenditure for a financial year) has become increasingly common in recent years and one in five local authorities have reported that they "think it is very or fairly likely that

their chief finance officer will need to issue a Section 114 notice this year or next due to a lack of funding to keep key services running”.

79. The Executive Director of Finance and Corporate Services considers that current reserves are adequate to deal with anticipated risks and liabilities. Reserves can only be spent once and need careful management and review to safeguard future financial resilience and deliver service transformation and key resident priorities. All reserves are regularly reviewed to ensure they are appropriate balances and in line with strategic priorities and may be reallocated to align with any change in strategy or to meet budgetary pressures should the budgeted contingency and mitigation plans not be sufficient.
80. The use of general balances or revenue reserves should not be regarded as a sustainable long-term strategy to fill the gap from core funding reductions and emerging demand and demographic budget pressures. Continued focus will be required on keeping spend within budget, avoiding the use of reserves to balance future budgets and on rebuilding reserves to support future investment. In the previous 2 financial years, the council ran a budget surplus and added to its revenue reserves.
81. General balances are forecast to remain within the optimum range in 2025/26. The council’s general balance is budgeted to be £21.6m at the start of 2025/26. This equates to 3.2% (12 days spend) of the council’s gross budget of £682.2m. This is well within the medium-term optimal range of £19m to £23m set as part of the council’s reserves strategy (Appendix H). The Executive Director of Finance and Corporate Services considers that this optimal range is sufficient to allow for the risks identified and to support effective medium-term financial planning.
82. The latest forecast to 2028/29 is summarised in Table 12 and detailed in Appendix H. It is the view of the Executive Director of Finance and Corporate Services that such reserves are adequate to deal with anticipated risks and liabilities.

Table 12: Reserves and general balances - cash flow forecast to 2028/29

	April	April	April	April	April
	2024	2025	2026	2027	2028
	£m	£m	£m	£m	£m
General balances (recommended range £19m - £23m)	21.6	21.6	21.6	21.6	21.6
Earmarked reserves	95.7	73.5	69.3	68.4	70.0
Sub Total	117.3	95.1	90.9	90.0	91.6
Developer contributions (Subject to separate monitoring and approval)	65.5				

Section 106 and the community infrastructure levy

83. Planning obligations under section 106 of the Town and Country Planning Act 1990 (as amended), known as section 106 agreements, are a mechanism which make a development proposal acceptable in planning terms, which would not otherwise be acceptable. They are focused on site specific mitigation of the impact of development. Property developments have placed increased pressure on council services in recent years.
84. The council has determined that a key priority area for the investment of available section 106 funds is to support regeneration, housing, and other infrastructure schemes.
85. Several section 106 agreements have been negotiated which will result in the receipt of additional funds in the future. There is a level of uncertainty and risk around the receipt of future section 106 funds as this relies on developments commencing and achieving specified trigger points which may be delayed or not progressed due to the impact of Covid-19 and broader economic conditions.
86. The Community Infrastructure Levy (CIL) is a planning charge, introduced by the Planning Act 2008, which can be levied by local authorities on new development in their area. It is an important tool for local authorities to use to help them deliver the infrastructure needed to support development in their area. The levy only applies in areas where a local authority has consulted on, and approved, a charging schedule which sets out its levy rates and has published the schedule on its website. Most new development which creates net additional floor space of 100 square metres or more, or creates a new dwelling, is potentially liable for the levy. The Community Infrastructure Levy Regulations set out various reliefs or exemptions from the levy and there are also economic factors which might impact on future CIL receipts.
87. In 2023/24 the council reported a record £22m of investment resulting from section 106 and CIL charges. This money is contributing to improvements across the borough such as regeneration, improvements to the public realm, and increasing community safety. Consistently raising such large sums is a testament to the administration's approach to negotiating with property developers, to ensure that the whole borough can benefit from new developments in the area.
88. The council will continue to monitor the receipt of section 106 and CIL funds expected in the short and medium term, where the level of uncertainty around trigger points increases.

CIPFA Financial Management Code

89. An initial compliance analysis against the CIPFA Financial Management Code has been undertaken as part of the 2024/25 budget assurance work. The Code requires that a local authority demonstrates that its processes satisfy the principles of good financial management for an authority of its size, responsibilities, and circumstances. Demonstrating this compliance with the CIPFA Financial Management Code is a collective responsibility of elected members, the Section 151 Officer, and professional colleagues in the leadership team.

90. The annual compliance analysis is included at Appendix I and shows that the Council achieves a high level of compliance against the vast majority of the CIPFA Financial Management Code statements of standard (or best) practice. Where there is only a medium level of compliance, actions are suggested that would take the council to high level. The compliance analysis should be seen as an organic piece of work, re-visited at least annually as part of the budget process, with any actions or recommendations implemented on an ongoing basis.

EQUALITY IMPLICATIONS

91. Published with this report there is a corporate budget EIA which assesses the impacts on equality of the decision to increase Council Tax and apply the social care precept increase to Full Council. The full EIA is attached at Appendix F.

RISK MANAGEMENT IMPLICATIONS

92. In line with the council's priorities of Being Ruthlessly Financially Efficient and Being a Compassionate Council, members and officers will need to be mindful of the following factors faced by the council, in common with other local authorities, in approving the proposed budget, including savings and growth proposals:

- **Future Pressures**: It is inevitable that, in addition to the ongoing financial pressures relating to national economic conditions, further, as yet unidentified and therefore unquantified, budget pressures will manifest over the term of the current Medium Term Financial Strategy (MTFS), both in terms of additional/unplanned expenditure and reductions in sources of funding and income. While additional core spending power has been granted to councils through the LGFS for 2025/26, this is only a one-year settlement which creates ongoing uncertainty over funding levels in the medium term. The council must be prepared for such eventualities and maintain the progress for further savings, efficiencies and income generating initiatives and retain sufficient reserves to manage unexpected costs.
- **Demand Pressures**: There is a real risk of increased demand for children's services, adult social care, and homelessness services over the coming years. These are difficult areas in which to accurately quantify future demand, particularly given economic uncertainty. However, recent years have demonstrated that cost pressures are appearing because of diminishing resources, growing demand and new duties placed upon local authorities by central government. Current demand pressures exist in several areas including Social Care, Children's Services and Temporary Accommodation.
- **Use of Balances**: The risk associated with drawing on balances is that they are one-off non-sustainable options rather than permanent efficiencies. Prudent levels of balances should be maintained for later years where grant losses continue.
- **Procurement and Contracts**: The council will continue to review and develop forward planning for Commissioning and Procurement activities to identify new efficiencies and opportunities, increasing value to its residents. Continued robust management of the council's contracts is essential to ensure that they remain

resilient during the challenges posed by changes resulting from the trade deal agreed with the European Union in December 2020. In addition, the new Procurement Act will introduce further requirements and burdens on local authorities from 24 February 2025.

- Cost of living crisis: The impact of the ongoing inflationary rises over the past three years, interest rates and fuel, food and other commodities is having a significant impact on residents. The report sets out additional support which is being and will be made available to support residents. However, the ongoing economic situation is likely to lead to increasing demand for services and increasing cost of procured services.

93. The economic climate in which the council must operate continues to be extremely challenging. Cost overspend on significant projects can pose a risk for financing, particularly in the current economic climate when funding is limited. Project and budget management processes are currently in place to limit the risk of overspend or slippage whilst accounting advice is sought to mitigate against any such risk should it occur. While there is an increase in core spending power for 2025/26, against the backdrop of real terms cuts to local government funding for more than a decade, external cost pressures and the need to fund local priorities mean that the council must continue with its significant savings and transformation programmes.
94. The report sets out several risks facing the council (at paragraph 68 and in Appendix D), along with other local authorities in terms of previous reductions in local government funding and future prospects for funding, increases in demand for key services and the need to maintain adequate levels of reserves in the face of these pressures and the significant investment which the council is applying or seeking to apply to a range of key programmes. The report clearly sets out the increased level of financial risk and the known and planned reductions in the level of reserves, which include the significant investment proposed in respect of the regeneration of Civic Campus programme and affordable housing developments. Strong programme governance and oversight is in place, and it is important that this is maintained to ensure that key objectives and outcomes are being delivered within approved budgets.
95. Appendix D sets out the financial risks against which the 2025/26 budget and MTFs are being proposed for approval. There are significant financial risks around ongoing demand for transport for children and young people with Special Educational Needs and increases in referrals, funding for social care services, increases in the demand for and cost of temporary accommodation, the reliability of a range of income and funding streams (in particular where affected by the cost of living crisis) needed to support the delivery of front-line services, along with inflationary pressures on staffing and employment costs and contracts. Appendix D contains high level mitigating actions in many cases. It is vital that clear mitigation plans are developed for all risks identified, which will then be implemented, monitored, and reported on to ensure that the council is able to deliver vital services within its overall cost envelope.
96. Similarly, Appendix C sets out a range of growth and savings proposals which will need to be appropriately planned, implemented, managed, monitored, and reported on. Robust controls and governance will need to be applied to ensure that key activities support the delivery of the council's objectives while ensuring that costs are appropriately controlled, savings delivered, and growth investment achieves the

required outcomes. Where actions are not delivering savings or mitigating financial pressures, prompt and appropriate action will need to be identified and taken.

Implications verified by: David Hughes, Director of Audit, Fraud, Risk and Insurance, 9 January 2025.

PROCUREMENT IMPLICATIONS

97. There are no direct implications resulting from this report.

List of Appendices:

Appendix A – The requisite Council Tax calculations for Hammersmith & Fulham

Appendix B – Medium term financial forecast

Appendix C – Investment and savings proposals

Appendix D – Budget risks

Appendix E – Fees and charges

Appendix F – Equalities Impact Assessment

Appendix G – Reserves strategy and forecast

Appendix H – CIPFA FM Code Compliance

Appendix I – 2025/26 Budget Schedules

APPENDIX A

The Requisite Calculations for Hammersmith & Fulham (as set out in Section 31A to 49B in the Localism Act 2011)

		£	
(a)	Being the aggregate of the amounts which the council estimates for the items set out in section 31A (2) (a) to (f) of the Act.	597,637,892	
(b)	Being the aggregate of the amounts which the council estimates for the items set out in Section 31A (3) (a) to (d) of the Act.	469,471,700	
(c)	Being the aggregate difference of (a) and (b) above calculated by the council in accordance with Section 31A (4) of the Act, as its Council Tax requirement for the year.	128,166,192	
(d)	Being the amount formally agreed by council as the Council Tax base for 2025/26.	88,304	
(e)	Being the amount at (c) divided by the amount at (d) above, calculated by the council in accordance with Section 31B of the Act as the Basic amount of Council Tax (Band D) for the year.	1,451.42	
(f)	Hammersmith & Fulham proportion of the Basic amount of its Council Tax (Band D)	961.04	
(g) Valuation Bands – Hammersmith & Fulham Council:			
Band A	Band B	Band C	Band D
640.69	747.47	854.25	961.04
Band E	Band F	Band G	Band H
1,174.60	1,388.16	1,601.73	1,922.08
being the amounts given by multiplying the amount at (f) above by the number which, in proportion set out in section 5 (1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which that proportion is applicable to dwellings listed in band D, calculated by the council, in accordance with Section 36 (1) of the Act, as the amounts to be taken into account for the year in respect of dwellings listed in the different valuation bands.			
(h) Valuation Bands – Greater London Authority			
That it be noted that the following amounts in precepts issued to the council in respect of the Greater London Authority, its functional and predecessor bodies, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:			
Band A	Band B	Band C	Band D
326.92	381.41	435.89	490.38

Band E	Band F	Band G	Band H
599.35	708.33	817.30	980.76
(i) That having calculated the aggregate in each case of the amounts at (g) and (h) above, the council, in accordance with Section 30 (2) of the Local Government Finance Act 1992, hereby sets the following amounts of Council Tax for the year 2025/26 for each of the categories of dwellings shown below:			
Band A	Band B	Band C	Band D
967.61	1,128.88	1,290.14	1,451.42
Band E	Band F	Band G	Band H
1,773.95	2,096.49	2,419.03	2,902.84

Medium Term Financial Strategy

Introduction

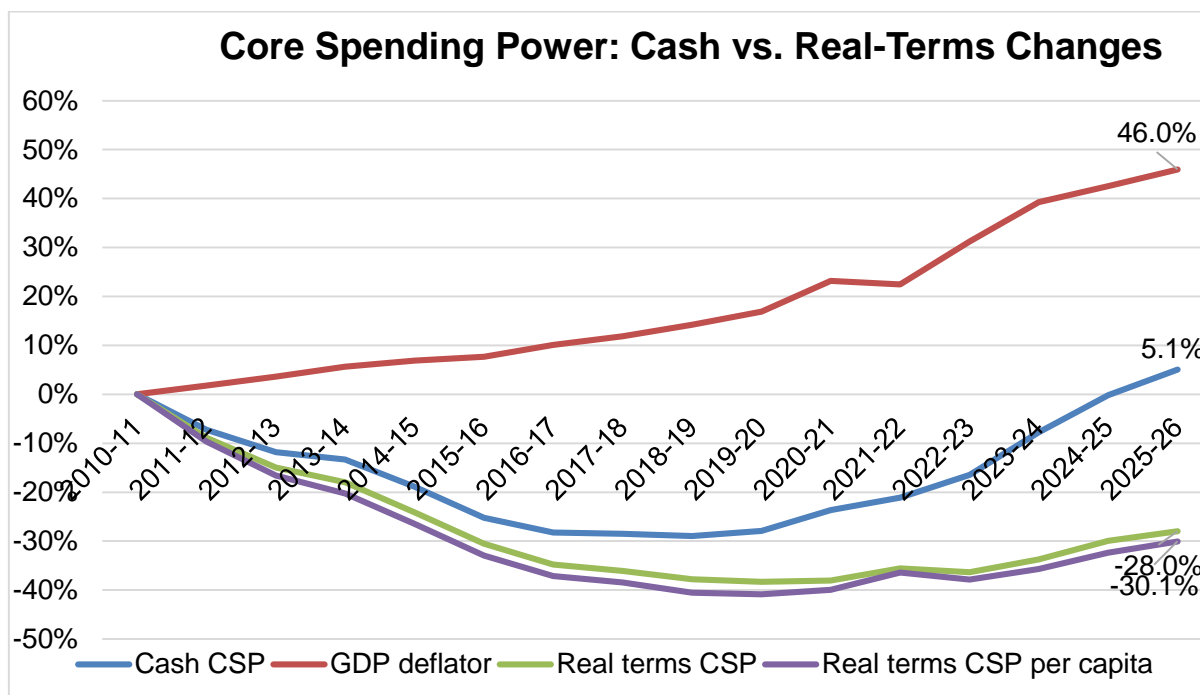
1. The medium-term financial forecast for the Council is set out in this Appendix to the main budget report and sets out the key fiscal assumptions, service/demographic pressures, projected grant settlements and the potential risks.
2. This covers the 3-year period from 2026/27 to 2028/29 and is a reasonable medium-term planning timespan (as the MTFFS is subject to in year review as part of the annual budget setting process combined with the annual update).
3. The MTFFS ensures that budget proposals are not viewed in isolation for a single year but take a medium term view as to the estimated resources available to the Council, prudent budget (income and expenditure, including demand led pressures) expectations, and assist the Council in developing medium term plans to ensure continued sustainability and resilience.
4. This MTFFS focuses on the on the General Fund revenue budget and it should be viewed alongside the HRA Business Plan, Treasury Management Strategy Statement and the Capital Strategy in order to provide a more complete view of the Council's finances, medium term pressures and approach to financial sustainability.
5. Although key economic indicators show that the economy has stabilised in recent months, the financial challenge for local authorities remains considerable, particularly given another single year finance settlement. The new Government has committed to a multi-year finance settlement from 2026/27 onwards. On one hand this will give greater certainty for resource and financial planning purposes. However, there has also been a commitment to overhaul the local government finance system. This is no doubt overdue and necessary, and we will work with the LGA and London Councils to support the government in this review. At this stage, only general forecasts are possible, and these will be refined as more details are published.
6. The Council has a strong record of financial governance (as outlined by our external auditors in the Annual Audit Report for 2023/24) and will plan to build on this to deliver financially sustainable services for our residents, visitors and businesses across the medium term. However significant risks remain across core services as demand and price pressures manifest themselves. To mitigate these, services will need to reform, transform and develop robust action plans which address issues and provide sustainable solutions to reduce cost pressures.
7. Whilst reforms can provide an opportunity for transformation and embed positive change, there are risks that Councils with the demographic profile like Hammersmith and Fulham may see funding redirected elsewhere, based on previous needs assessments conducted. At this moment in time, it is too uncertain what the financial impact may be, but the MTFFS will be updated once the potential impacts become clearer.

Strategic Operating Environment

8. The Chancellor's Autumn Budget outlined overall Government departmental funding levels for the 3 years after 2025/26, but the amounts available for day-to-day spending (and therefore the funding framework for local government) will only become clear as part of the planned Spending Review in March 2025. It is anticipated that efficiency savings of up to 5% over the period will need to be found by departments, and therefore local authorities are at risk of seeing funding levels reduce.
9. Since then, the Local Government Finance Provisional Settlement, the government published a consultation on the reform of the current local government financial system, and this is intended to govern settlements for future years and the allocation of resources.¹
10. These reforms will include plans to 'reset' the business rates retention system, as was originally intended when the previous government established the system. Additionally, there are plans that will build on the proposals set out in the previous government's review of Relative Needs and Resources (previously referred to as the 'Fair Funding Review') from 2018, using the best available evidence to inform local authority funding allocations and direct funding to where it is most needed, based on an up-to-date assessment of need and local resources.
11. The reforms also include plans to allow local authorities greater flexibility and control over statutory sales, fees and charges, streamline and reduce the number of funding pots, ending the New Homes Bonus, using uniform assumptions adjusting for Council Tax when assessing locally available resources, and more up to date information when assessing the cost and demand for delivering services.
12. An update to the Fair Funding Review and a reset of the business rates retention system could see LBHF lose out on funding, if for example the methodology used for the Recovery Grant (which relies on deprivation and the ability to raise local resources) is used more widely for general funding. Transitional arrangements will likely provide a safety net for losses incurred in the immediate term.
13. The Council has extensive frameworks for the development of policies and priorities in conjunction with our residents (this includes Commissions led by independent experts) and the significant element of public scrutiny on the finances of the Council is undertaken at Cabinet and the Public Accountability Committees (PACS). This is expected to be more extensive in the future as major service led transformations are developed and implemented.
14. Our budgets are set within the context of over a decade of reduced funding and increasing demand for services. Analysis undertaken by London Councils shows

¹ <https://www.gov.uk/government/consultations/local-authority-funding-reform-objectives-and-principles/local-authority-funding-reform-objectives-and-principles>

that since 2010/11, the Council's Core Spending Power has fallen by 28% in real terms.



15. The Council's Corporate Plan has a comprehensive and cross-cutting set of ambitions for the organisation. It provides the golden thread on which the council's overarching budget, policy and governance framework is based, and it explains how we will transform our services and spend and invest money to help protect high quality essential services for our residents.
16. The MTFs looks to build upon the ambitions set out in the Corporate Plan and allocate resources where priorities lie and to ensure sufficient funding for statutory services. It also sets out the size and scale of the budget gap ahead and whilst the council will continue to be Ruthlessly Financially Efficient and aim to maximise efficiency there will also be tough choices given the available resources.

Strategic Financial Planning Assumptions of the MTFs

17. There are assumptions upon which the medium-term financial strategy is based, and these are detailed below and summarised in Table 1.
 - provision for future pay awards and contractual inflation is set in line with OBR forecasts for CPI as per the Autumn Budget.
 - budgeted annual contributions to corporate reserves of £1.6m (thought it was £0.8m) to allow for future investment in digital infrastructure and transformation programmes
 - the retention of contingencies in the annual budget of circa £9m (4% of the net controllable budget) at the start of the MTFs for 2026/27 to mitigate for any unbudgeted in year cost pressures that may arise
 - all the planned efficiencies in 2025/26 will be fully delivered.

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- concessionary fares and other levies will increase in line with the latest forecasts from TfL/London Councils and the other precepting authorities
- the Council Tax base will increase by 750 households (>1% of the overall CT base)
- a working assumption that there will be no increase in council tax (these decisions will be determined as necessary by the majority administration)
- annual government funding settlements will increase in line with the OBR forecast for CPI as at the Autumn Budget.
- interest rates will reduce to 3.5% over the medium term in line with OBR forecasts

Table 1: Key Financial Assumptions 2026/27 to 2028/29

	2026-27	2027-28	2028-29
Price inflation (%)	2.2	2.1	2.1
Pay inflation (%)	2.2	2.1	2.1
Interest Rates (%)	3.7	3.6	3.5
Change in Council Tax (%)	-	-	-
Change in Council Tax Base (no. of households)	750	750	750
Council Tax Collection Rate (%)	97	97	97
Business Rates Collection Rate (%)	97	97	97
Change in Settlement Funding for Revenue Support Grant and Business Rates Baseline (%)	2.2	2.1	2.1
Government Grants	Variable	Variable	Variable

18. The assumptions above are taken with the best current information available. The forecast for future years is uncertain because grant funding is crucial to the validity of the forecast and a one-year finance settlement does not provide this at present. The upcoming Spending Review in March 2025 and commitment to future multi-year finance settlements would provide more certainty for medium term decision making.
19. No assumptions have been made in the forecasts for any funding reforms or Business Rates reset given the uncertainty and lack of information on the impact of them yet. However, it should be noted given the fundamental reforms proposed in the policy statement and by way of exemplification, a funding decrease of 5% compared to 2025/26 would result in an estimated reduction in grants of £3m for the Council.

Service Demographic Pressures

20. The Council is currently experiencing significant cost pressures across key services such as temporary accommodation, home to school transport plus children and adult social care (as with most other London Councils). Additional resources have been allocated to these services in 2024/25 and 2025/26. Further pressures have arisen in relation to changes in driving behaviours and energy costs across the estate. These pressures are reported to Cabinet as part of the in-year budget monitoring reports. Whilst there is an assumption that some these pressures will continue to manifest themselves in future years, additional

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investment and external funding has been allocated to mitigate the impact of these.

Adult Social Care

21. Learning Disability Transitions – funding to meet the needs of young people ageing through into Adult Social Care with Special Educational Needs and Disabilities (SEND) needs in the context of the extension of the SEND regulations up to the age of 25. Ensuring young people have access to the right services and provision at the right time. This estimated number of residents is 47 residents potentially ageing through from Children's to Adult Social Care.
22. There are baseline budget pressures for existing residents in Residential & Nursing Placements and in Supported Living Accommodation - the full year effect of all residents receiving care services (open care packages).
23. Unlike local authorities, care providers are not funded directly for the changes in the Autumn Budget regarding Employer's National Insurance Contributions. Additionally, the uplift of the London Living wage and the unquantified Employment Rights Bill will likely mean greater pressures than the inflationary increase proposed in the budget. (The current working assumption is a 6% increase from April 2025).

Children's and Education Services

24. Existing baseline budget pressures exist within Children's Services which we continue to monitor to identify mitigations against, including pressures for home to school travel assistance, and placement and non-placement expenditure for children looked after and care leavers. These pressures are directly linked to service demands along with increased complexity of need for these cohorts of children and young people.

Homelessness Temporary Accommodation (TA)

25. During the last financial year, the number of households in TA increased from 1,176 to 1,455 households. This represents a 24% increase which is higher than the London trend. Since April 2024, the numbers in TA have remained relatively unchanged with 1,434 households in temporary accommodation.
26. The supply of TA in-borough is limited, and 61% of households are placed in TA across other London boroughs. Only a small number of households (2%) are currently placed in boroughs outside London. The following table summarises the type of TA households are living in:

	April 2023	April 2024
B&B	128	190
B&B Annexe	-	151
Housing Association leases	44	35
Hostel	63	59

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Private Sector Leases	885	959
Temporary on license	56	58
Total	1,176	1,452

27. The Council did not use B&B annexe accommodation prior to 2023, but the supply of other types of TA was not able to keep pace with the increase in homelessness demand (3,425 households approached the Council as homeless in 2023/24) and it was necessary to venture into the B&B annexe market in 2023 to ensure a supply of self-contained TA was available for families with children. The use of B&B annexes increased significantly during 2023/24, with a further 30% increase in the number of families in B&B annexe accommodation during the last 3 months.
28. A working group has been established and has developed a strategy and mitigation plan to manage the pressures and some of the key actions are listed below:
- Reducing the flow of new homelessness households into TA
 - Proactive homelessness prevention
 - Reducing the cost of placements into TA by the Out of Hours service
 - Move households in top 100 most expensive TA to lower cost TA and procure more lower cost provision
 - Procure additional lower cost TA units
 - Introduce a nightly cap framework
 - Increase properties used as Temporary on Licence (TOL)
 - Ensuring a flow out of TA into settled accommodation

Other Issues

29. The Council is undertaking a major regeneration scheme in partnership with A2D (a new town hall, 200 new homes and commercial property. Major components of this are completed (especially the new homes) and is scheduled for full handover in December 2025. This is expected to provide opportunities for the rationalisation and disposal of existing property holdings and allow the management of any residual risks.

FORECAST MTFS – 2026/27 to 2028/29

30. A forecast of the medium-term position based on the assumptions outlined above is set out in the table below

Table 2: Forecast Budget Gap 2026/27 to 2028/29 (Cumulative)

	2026/27 £m	2027/28 £m	2028/29 £m
Provision for Price Inflation	4.2	8.5	13.0
Provision for Pay Inflation	3.5	6.9	10.6
Concessionary Fares and Other Levies	1.2	2.2	3.1
<i>Service Demographic and Demand Pressures (as below)</i>			
Adult Social Care	7.4	7.4	7.4
Childrens and Education	0.9	1.4	1.9
Temporary Accommodation	-	-	-
Other Pressures (Savings Programme, Civic Campus, Waste, Digital)	3.5	3.5	3.5
Cost of Borrowing (Minimum Revenue Provision and Interest Payable)	-	-	-
Prior Year One-Offs (interest/collection fund)	10.1	10.2	10.3
Government Grants	2.6	1.2	0.2
Retained Business Rates	(1.0)	(1.9)	(2.9)
Council Tax (additional households)	(0.7)	(1.4)	(2.2)
Step Up of Existing Savings and Efficiencies	(1.0)	(1.0)	(1.0)
Forecast Position	30.7	37.0	43.9

31. The table above presents an initial assessment of the budget gap for the 2026/27 financial year of just over £30m, with the material elements of this gap being the reversal of one-off funding within the 2025/26 budget (relating to Collection Fund, interest on balances and one-off increases in income), price and pay inflation (even considering an anticipated ongoing steady decline in inflation), and demand led pressures projections. As has already been mentioned, the MTFs position will be updated regularly through the year to give members and officers, the evolving position upon which to make decisions.
32. Officers will continue to engage with key stakeholders (London Councils, Society of London Treasurers etc) to set out a clearer position on the proposed funding reforms ahead of 2026/27.

Scenario Planning Analysis

33. Due to the complexity and increasingly changing landscape across political, demographic and economic factors, it is prudent to set out a number of scenarios taking into account known information at the time, risks which may present themselves plus potential changes to the current financial landscape.
34. Taking this into account across the council's forecast assumptions on expenditure, income and demand pressures, the "pessimistic" scenario estimate at this stage is a budget gap of £38.7m rising to £57.9m by 2028/29.

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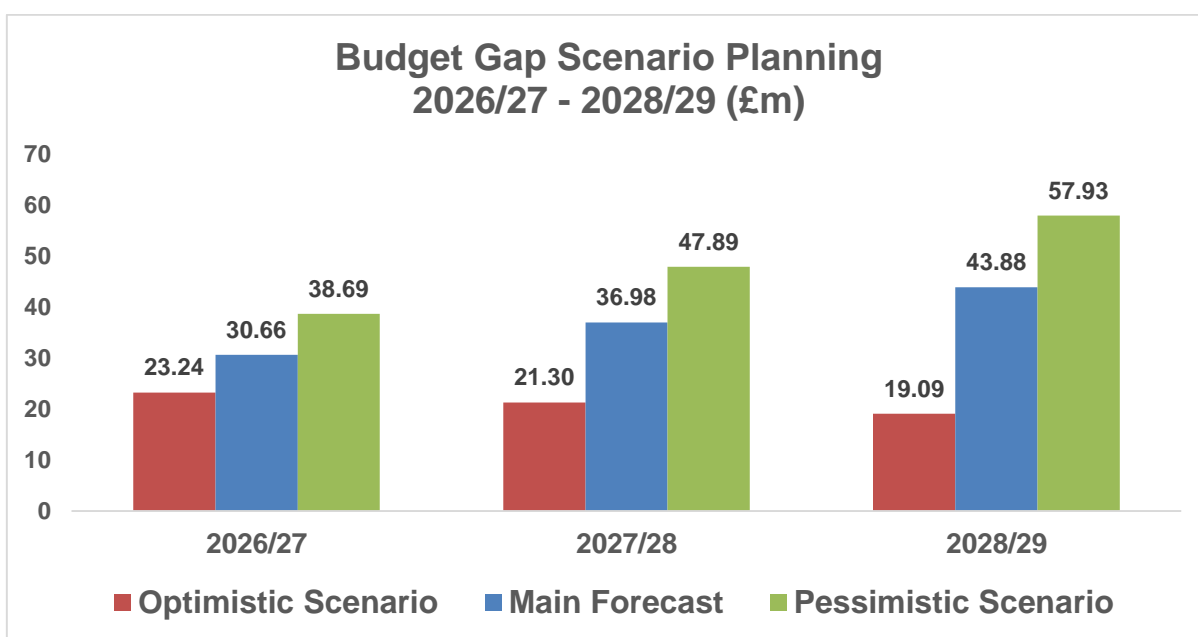
	2026/27 £m	2027/28 £m	2028/29 £m
Forecast Position	30.7	37.0	43.9
Higher Pay Inflation (0.5%)	0.8	1.6	2.6
Higher Price Inflation (0.5%)	1.0	2.0	3.2
Lower Investment Income (0.5%)	0.4	0.4	0.4
Lower Savings Programme Delivery in 2025/26 (10%)	0.5	0.5	0.5
Changes in Grant Funding (excl impact of Fair Funding Review)	(0.3)	(0.6)	(0.9)
Lower Council Tax Base (250 household growth)	0.5	1.0	1.4
Lower Council Tax Collection Rate (95%)	1.8	1.7	1.7
Lower Council Tax Change (-1%)	0.8	1.7	2.6
Retained Business Rates at Safety Net	1.0	1.0	1.0
Concessionary Fares and other levies	0.6	0.6	0.6
Changes to Capital Programme	1.1	1.1	1.1
Revised Budget Gap	38.7	47.9	57.9

35. The “optimistic” scenario estimate at this stage is a budget gap of £23.2m reducing to £19.1m by 2028/29.

	2026/27 £m	2027/28 £m	2028/29 £m
Forecast Position	30.7	37.0	43.9
Lower Pay Inflation (0.5%)	(0.8)	(1.6)	(2.5)
Lower Price Inflation (0.5%)	(1.0)	(2.0)	(3.1)
Higher Investment Income (0.5%)	(0.2)	(0.2)	(0.2)
Changes in Grant Funding (excl impact of Fair Funding Review)	0.3	0.6	0.9
Higher Council Tax Base (2% household growth from 25/26 Base)	(1.0)	(2.0)	(4.0)
Higher Council Tax Collection Rate (98% from 27/28)	-	(0.9)	(0.9)
Higher Council Tax Change (4.99% as per Govt modelled assumptions)	(4.3)	(9.1)	(14.5)
Retained Business Rates	-	-	-
Concessionary Fares and other levies	(0.5)	(0.5)	(0.5)
Changes to Capital Programme	-	-	-
Revised Budget Gap	23.2	21.3	19.1

36. These scenarios are subject to a high degree of uncertainty, assumptions and variations in estimates are likely to change over time. The outcome of both the local authority funding reform consultation and the Chancellor’s Spring Budget will inform the council as to its likely available resources in the medium term and an update will be provided to members once the full implications of both are known.
37. All scenarios contain an estimated level of demand and demographic pressures across services as known at this time. If these pressures can be reduced, then the budget gap would decrease accordingly.

38. The estimates for the revenue cost of financing the capital programme are based on the current approved capital programme over the medium term and does not include any forecasts based on projects which may be at planning permission stage or have not received Cabinet/Full Council sign off for the project budget in full.
39. Although most of these projects are held in the Housing Revenue Account, any projects which would require additional borrowing to fund costs in the General Fund would increase the budget gap.



Mitigation Strategy

40. The Council has several Corporate Transformation Programmes focusing on Property, Digitalisation, Commercialism and Workforce. Other service transformation programmes are in progress and most notably Adult Social Care, and Homelessness.
41. There are other programmes that have been established e.g. Debt Management Board (intended to provide a focus on the management of the collection of income). It may be necessary for the Council to continuously review its current policy priorities and to maintain a focus on the major statutory services.
42. The mitigation strategy that is in development will focus on following service/corporate transformation programmes:

Homeless Reduction Strategy – as outlined above

- Adult Social Care Transformation – a holistic review of functions across workforce, strategy, performance and commissioning

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- Further automation of manual processes and use of digital tools (Machine Learning, Artificial Intelligence, Business Intelligence) to improve efficiency and service delivery.
- Property Rationalisation
- Workforce Planning
- Improving Debt Management
- Policy Choices/Discretionary Services
- Service Delivery Choices
- Use of General Reserves and Release of Budgeted Contingencies

PEOPLE

Change and Savings Proposals		Budget Change			
Service	Summary	2025-26 Budget Change Cumulative (£000's)	2026-27 Budget Change Cumulative (£000's)	2027-28 Budget Change Cumulative (£000's)	2028-29 Budget Change Cumulative (£000's)
Independent living, Quality, Performance and Safeguarding	Review care costs with NHS (CHC) as people with very high needs are discharged from hospital.	(100)	(150)	(150)	(150)
Independent living, Quality, Performance and Safeguarding	Focus on prevention to further promote independent living including promotion of services and support provided in the local area by the voluntary and community sector.	(300)	(350)	(350)	(350)
Independent living, Quality, Performance and Safeguarding	Further increased take-up of Direct Payments to improve choice and control for residents.	(200)	(400)	(400)	(400)
Commissioning	In line with our choice and control principles, increasingly residents are choosing to order online or make other independent meals arrangements. This change in resident activity enables the delivery of this saving.	(50)	(50)	(50)	(50)
Specialist Support and Independent Living	Review of placement sufficiency to ensure the right provision is available at the right time, reducing Housing voids to better meet demand.	0	(200)	(200)	(200)
Care Leavers Placements	Cost avoidance through working with our block SIL provider to develop our in-borough provision to meet the needs of young people	(217)	(217)	(217)	(217)
Care Leavers Placements	Cost avoidance through investing in Housing First programme to support post 19 care leavers to independence with the right support in place as necessary	0	(96)	(96)	(96)
Care Leavers Placements	Improved support following the opening of new site to enable young people in out of borough placements to move into in-borough placements.	(310)	(310)	(310)	(310)
Preventing Family Breakdown	Preventative programme, supporting families to stay together and preventing family breakdown by providing short-breaks to young people at risk of coming in to care to enable de-escalation and stabilisation mitigating higher costs.	(310)	(310)	(310)	(310)
Staffing / Fostering Shared Service	Benefits of collaborative working and practices	(116)	(116)	(116)	(116)
Travel Care and Support	Contract retender savings and further independent travel training	(200)	(200)	(200)	(200)
Total Firm Change and Savings Proposals		(1,803)	(2,399)	(2,399)	(2,399)

Investment, Demand and Demographic Growth					
Service	Summary	2025-26 Budget Change Cumulative (£000's)	2026-27 Budget Change Cumulative (£000's)	2027-28 Budget Change Cumulative (£000's)	2028-29 Budget Change Cumulative (£000's)
Independent living, Quality, Performance and Safeguarding & Specialist Support.	Adults Care Packages - Baseline budget pressures in Residential & Nursing Placements and in Supported Living Accommodation with the full year effect in 2024/25 of all residents receiving care services and supporting the care market.	2,800	2,800	2,800	2,800
Special Educational Needs	Needs led services following growth in statutory Education and Health Care Plans for children and young people with special educational needs and disability	519	519	519	519
Children and Young Peoples Services	Budget investment in social work staffing to support: - workforce pressures identified by Ofsted - Increased management oversight - Swift decision making to review, close and step down where appropriate. Investment in: - Contact and Assessment Service - Family Support and Child Protection Service	458	458	458	458
Education - Family Hubs	Further investment following the expansion of Family Hubs which will act as a single point of access to help families navigate and receive the support they need when they need it.	173	173	173	173
Education - Attendance	Investment in statutory responsibilities to work with school partners to remove barriers to good attendance recognising attending schools is a protective factor for children and young people.	243	243	243	243
Contingency	New grant funding for Children's Services held corporately until final conditions are known (Childrens Prevention Grant)	835	835	835	835
Total Firm Investment, Demand and Demographic Growth Proposals		5,028	5,028	5,028	5,028

PLACE

Change and Savings Proposals		Budget Change			
Service	Summary	2025-26 Budget Change Cumulative (£000's)	2026-27 Budget Change Cumulative (£000's)	2027-28 Budget Change Cumulative (£000's)	2028-29 Budget Change Cumulative (£000's)
Street Environment Services	Waste disposal - targeted shift from general waste to recycling	(300)	(300)	(300)	(300)
Street Environment Services	Introduce time banded commercial waste collections	(50)	(50)	(50)	(50)
Various	Review fees and charges	(500)	(500)	(500)	(500)
Highways	Review street lighting asset inventory	(150)	(150)	(150)	(150)
Highways	Additional income from highways assets	(200)	(200)	(200)	(200)
Highways	Enforcement of Advertising board licences	(50)	(50)	(50)	(50)
Leisure	Additional sports bookings income from enhanced facilities	(100)	(100)	(100)	(100)
Leisure	Review sports bookings discounts	(50)	(50)	(50)	(50)
Leisure	Review sports bookings administration	(50)	(50)	(50)	(50)
Libraries	Review Home Library Service	(64)	(64)	(64)	(64)
Libraries	Café franchise in libraries	(20)	(20)	(20)	(20)
Corporate Property Management	Non-domestic property portfolio master plan	(100)	(400)	(400)	(400)
Development Management	Review discretionary Planning charges	(175)	(175)	(175)	(175)
Council Property Development	Homebuy matching and marketing service	(75)	(75)	(75)	(75)
Community Safety	Enhanced specialist enforcement of environmental street scene crime	(150)	(150)	(150)	(150)
Community Safety	Additional external income for CCTV	(30)	(30)	(30)	(30)
Total Firm Change and Savings Proposals		(2,064)	(2,364)	(2,364)	(2,364)

Investment, Demand and Demographic Growth		Budget Change			
Service	Summary	2025-26 Budget Change Cumulative (£000's)	2026-27 Budget Change Cumulative (£000's)	2027-28 Budget Change Cumulative (£000's)	2028-29 Budget Change Cumulative (£000's)
Firm Investment, Demand and Demographic Growth					
Community Safety	New investment in preventing Violence Against Women and Girls	250	250	250	250
Community Safety	New investment in the Law Enforcement and Gangs teams	3,075	3,075	3,075	3,075
Street Environment Services	Align waste contract budget with service provision (from new Government funding)	1,800	1,800	1,800	1,800
Leisure	Enhanced maintenance of bookable sports facilities	60	60	60	60
Economic Development	Additional investment in Upstream London Industrial Strategy	250	0	0	0
Economic Development	Reversal of prior year one off growth - specialist expertise to support development of the Industrial Strategy	(25)	(25)	(25)	(25)
Climate Change	Additional investment in Climate Change projects and activities	120	120	120	120
Total Firm Investment, Demand and Demographic Growth Proposals		5,530	5,280	5,280	5,280

HOUSING SOLUTIONS

Investment, Demand and Demographic Growth					
Service	Summary	2025-26 Budget Change Cumulative (£000's)	2026-27 Budget Change Cumulative (£000's)	2027-28 Budget Change Cumulative (£000's)	2028-29 Budget Change Cumulative (£000's)
Housing Solutions	An increase in homeless households placed in more expensive temporary accommodation combined with constraints in the supply of rehousing solutions is resulting in additional costs*	1,212	1,212	1,212	1,212
Total Firm Investment, Demand and Demographic Growth Proposals		1,212	1,212	1,212	1,212
	*To note - An additional £2.7m of ringfenced funding (via the Homelessness Prevention Grant) to mitigate demand and cost pressures above also being invested into the service.	2,700	2,700	2,700	2,700

FINANCE AND CORPORATE SERVICES

Change and Savings Proposals					
Service	Summary	2025-26 Budget Change Cumulative (£000's)	2026-27 Budget Change Cumulative (£000's)	2027-28 Budget Change Cumulative (£000's)	2028-29 Budget Change Cumulative (£000's)
Digital	Remove the need for server licencing and reduce support costs for smaller applications following migration to Microsoft Azure platform.	0	(20)	(20)	(20)
ALL	An organisational review of the senior chief officer structures of the Council	(750)	(750)	(750)	(750)
Procurement and Commercial	An increase in digital advertising rental income based on contractual inflation where applicable.	(100)	(175)	(175)	(175)
Registrars	Review of fees and charges	(100)	(100)	(100)	(100)
Digital	Reduction in mobile phone contract costs	(80)	(80)	(80)	(80)
Resident Services	Local Support Payments - bringing the service in-house and reducing administration costs	(150)	(150)	(150)	(150)
Community Engagement	Removal of 2 out of 3 vacant posts	(80)	(80)	(80)	(80)
Total Firm Change and Savings Proposals		(1,260)	(1,355)	(1,355)	(1,355)

Investment, Demand and Demographic Growth					
Service	Summary	2025-26 Budget Change Cumulative (£000's)	2026-27 Budget Change Cumulative (£000's)	2027-28 Budget Change Cumulative (£000's)	2028-29 Budget Change Cumulative (£000's)
Insurance	Increase in cost of insurance premiums.	425	425	425	425
Digital Services	Enhancing corporate and resident anti-fraud measures through the Digital Inclusion Strategy	124	124	124	124
FINANCE AND CORPORATE SERVICES - Total Investment, Demand and Demographic Growth		549	549	549	549

People Dept - Risks / Challenges

Department & Division	Short Description of Risk	Mitigation
Childrens and Education		
Education and SEND	Sustained travel care growth across all client groups (Special Educational Needs and Disabilities and Children Looked After) in excess of current growth.	Robust assurance processes, route optimisations and transport sharing opportunities.
Children and Young Peoples Services	Increased presentation of need / cost, and subsequent growth in referrals and staff capacity to meet need.	Current additional fourth Contact and Assessment Team to support managing throughput of need, undertaking risk assessments, close monitoring of need.
Children and Young Peoples Services	Demand for high cost statutory or court led placements or non-placement support and expenditure	2025/26 investment in Family Support and Child Protection social work to support managing throughput of need, undertaking risk assessments, close monitoring of need.
All Services	In the medium to longer term, Impact of loss of grants and the subsequent impact on services including the Household Support Fund Support to statutory Family Support Packages	
Education and SEND	School Financial Sustainability - General Fund risk to the Local Authority due to declining pupil rolls, leading to unrecoverable deficits	Support and challenge to maintained schools with respect to financial planning, deficit recovery and medium to longer term sustainability.
Adult Social Care		
Learning Disabilities	Learning Disability Transitions – funding to meet the needs of young people aging through into Adult Social Care with SEND needs in the context of the extension of the SEND regulations up to the age of 25. Ensuring young people have access to the right services and provision at the right time. This estimated number of residents is 47 residents potentially ageing through from Children's to Adult Social Care	Regular and robust review of residents' care is needed to ensure that care plans accurately reflect current assessed care needs.
All SC Divisions	Adult Care Packages - Baseline budget pressures in Residential & Nursing Placements and in Supported Living Accommodation with the full year effect in 2024/25 of all residents receiving care services	Tight monitoring of the budget on a monthly basis, reprioritising as required.
All SC Divisions	Demographic pressures relating to the increased numbers of older and disabled residents requiring adult social care is forecast to be an average of 1.81% over the period 2024 to 2027 and equates in monetary terms to a cumulative total of £5.9m. The largest demographic pressure is expected in the 85+ years age bracket, with a projected increase of 9.68% and second is the 65-74 age group, which is expected to rise 9.60% over the same period. Placements, Home Care and Direct Payments saw an average increase in the first 6 months of 2024/25, resident numbers have increased by 4.2% (110) residents. If the increase continues at this pace for the remainder of the financial year, the residents are estimated to increase by 220, which is a 8.4% increase.	Tight monitoring of the budget on a monthly basis, reprioritising as required.
All SC Divisions	Care Provider inflation - Increases in London Living wages, Employer's NI and the unquantified Employment Rights Bill could mean greater pressures than the 2.5% inflationary increase proposed in the budget. (Current assumption is a 6% increase from April 2025, therefore 3.5% has been added as risk).	Monitoring as part of the contract negotiations as part of 2025-26 inflationary uplifts.
All SC Divisions	Better Care Fund (BCF) NWL Integrated Care Board review.	We would welcome further discussions with the NWL ICB to explore how we can work together as a whole system to deliver improved outcomes for residents in the most efficient way possible.

PLACE Department Risk/Challenges

Division	Short Description of Risk	Mitigation
Climate Change	Significant funding requirements for addressing the Climate and Ecological Emergency and achieving the Council's net zero carbon target	Financial strategy being developed to ascertain level of required investment and funding options
Public Realm	Hammersmith Bridge works are being undertaken at risk, pending confirmation of funding contributions from the Department for Transport and Transport for London. If the full strengthening and restoration project does not go ahead, some capital costs to date may need to be charged back to revenue	Continue to work with the Department for Transport and Transport for London
Public Realm	Waste disposal savings from the new wheeled bin waste collection service may be insufficient to cover the new service costs	Impact of roll out will be monitored and assessed. Expected to deliver longer term reductions in waste disposal tonnages and costs.
Public Realm	The new garden waste service may not fully recover its cost (insufficient take up and/or insufficient waste disposal savings)	Impact of roll out will be monitored and assessed. Expected to deliver longer term reductions in waste disposal tonnages and costs.

HOUSING SOLUTIONS Department Risk/Challenges

Department & Division	Short Description of Risk	Mitigation
Housing Solutions	Overall Benefit Cap (OBC) and Discretionary Housing Payments (DHP)	Support and enable residents to gain exemption from the Benefit Cap or meet the shortfall through: <ul style="list-style-type: none"> - Training and qualifying employment - Disability/Carers benefit where possible - Resettlement into affordable housing - Personal budgeting
Housing Solutions	Cost of Living Crisis and End of Eviction Ban	Help new Temporary Accommodation (TA) tenants Private Rented Sector (PRS evictees) manage rent shortfalls from tapered income (non-Benefits Cap) through: <ul style="list-style-type: none"> - Personal budgeting - Welfare benefit advice
Housing Solutions	Increase in bad debt provision on Temporary Accommodation (Bed and Breakfast and Private Sector Leasing) rent arrears because of reductions in personal income due to Cost of Living Crisis	Robust but sensitive TA Income collection processes
Housing Solutions	There is a risk of a further increase in the number of households in Temporary Accommodation	Increase access to private rented accommodation as outlined and agreed in Council's Housing Allocation Scheme.
Housing Solutions	Inflationary pressures on Temporary Accommodation landlord costs	Procuring alternative affordable units
Housing Solutions	There is a risk of large families being accommodated in B&B due to unsuitable accommodation available	Procure Temporary Accommodation for larger families.
Housing Solutions	Domestic Abuse Act - increase in households in temporary accommodation	Increase access to private rented accommodation.

Finance and Corporate Services Risk/Challenges

Department & Division	Short Description of Risk	Mitigation
Corporate		
Council wide	Contract and pay inflation in excess of current budget assumptions	The budget proposals include a retained contingency reserve for inflationary risk.
Council wide	Uncertainty over medium term future government and partnership funding and continuation of existing funded programmes (e.g. TfL, Household Support Fund, Homelessness Prevention, Market Sustainability and Improvement Fund)	Continue to work proactively with our partners and highlight the major outcomes being achieved through the grant funded programmes. Develop alternative funding strategies as practical.
Council wide	Increasing risks on IT systems (cyber security)	The budget proposes additional investment in cyber security processes and infrastructure, plus maintain a strong level of General Balances. There will also continue to be regular cyber security updates to staff as appropriate.
Council wide	Abortive costs for development and other capital schemes which cannot be capitalised and therefore would need to be funded by revenue resources.	Continue to work with service contractors to manage within existing budgets
Council wide	The outcome of the latest triennial pension review is due late 2025 with the impact to be reflected in the 2026/27 budget	Robust review and challenge with independent advisors to obtain best outcomes for the council and pension members

Hammersmith & Fulham Fees & Charges

Exceptions to the standard uplift

2025/26

PEOPLE Department Fees & Charges

Exceptions to the standard uplift

2025/26

Adult Social Care Fees & Charges Proposals 2025/26

Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Reason For Variation Not At Standard Rate	
1. Meals and a Chat service	£2.00	£2.00	There is no change proposed in the flat rate contribution residents will pay towards the meal service for 2025/26. There has been a reduction in projected income both this year and assumed next year due to declining numbers of residents. The expectation is that total meals volumes will be approximately 12,600 delivered annually to 56 eligible residents. The £2 charge has remained unchanged for ten years.	
1. Careline Alarm Gold Service (Pendant)				
Private Clients (Home owners & Private Sector Tenants)	£23.14	£23.14	There is no change proposed in the Careline charge in 2025/26. There has been no increase for nine years.	
Council Non-Sheltered or Housing Association (RSL) Tenants	£17.21	£17.21		
2. Careline Alarm Silver Service (Pendant) - Monitoring Service only				
Private Clients (Home owners & Private Sector Tenants)	£16.12	£16.12		
Council Non-Sheltered or Housing Association (RSL) Tenants	£10.30	£10.30		
3. Careline Alarm Gold Service (Pull cord) - Emergency Response & Monitoring Service				
(A) Provided to Registered Social Landlord Sheltered Accommodations (RSL Financed)	£6.76	£6.76		

PLACE Department Fees & Charges

Exceptions to the standard uplift

2025/26

Public Realm Fees & Charges Proposals 2025/26

Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
BULKY HOUSEHOLD WASTE COLLECTIONS			
<i>20% discount applied for charities</i>			
Standard - up to 3 items of household bulky waste	£45.00	£49.00	£4.00
Standard - each additional item	£4.50	£9.80	£5.30
Special fee – broken down sheds - per shed	£75.00	£80.00	£5.00
GARDEN WASTE			
Annual Garden Waste Subscription	£90.00	£90.00	£0.00
COMMERCIAL WASTE			
DUTY OF CARE CERTIFICATES			
Duty of Care Certificate (new and revisions)	£80.00	£85.00	£5.00
WASTE AND RECYCLING COLLECTIONS - charge per sack/empty			
<i>20% discount applied for charities. Prices subject to negotiation</i>			
Recycling Sacks	£2.30	£2.50	£0.20
Waste Sacks	£3.30	£3.60	£0.30
360 Ltr Recycling Bin	£8.50	£9.30	£0.80
360 Ltr Waste Bin	£14.40	£15.90	£1.50
660 Ltr Recycling Bin	£12.00	£13.20	£1.20
660 Ltr Waste Bin	£18.90	£20.80	£1.90
940 Ltr Waste Bin	£26.20	£28.80	£2.60
1100 Ltr Waste Bin	£26.20	£28.80	£2.60
1100 Ltr Waste Bin (heavy)	£28.50	£31.30	£2.80
1280 Ltr Recycling Bin	£17.60	£19.30	£1.70
1280 Ltr Recycling Bin (heavy)	£19.50	£21.40	£1.90
Compactors	£617.50	£675.00	£57.50
DOMESTIC BIN HIRE - charge per bin per week			
360 Ltr Euro Bin	£1.80	£1.90	£0.10
660 Ltr Bin	£3.50	£3.60	£0.10
940 Ltr Bin	£2.60	£2.70	£0.10
1100 Ltr Euro Bin	£3.80	£3.90	£0.10
1280 Ltr Euro Bin	£3.80	£3.90	£0.10
CONTAINER REPLACEMENT - charge per bin			
360 Ltr Bin	£169.10	£172.00	£2.90
660 Ltr Bin	£449.00	£457.00	£8.00
940 Ltr Palladin Bin	£472.70	£481.00	£8.30
940 Ltr Chamberlain	£472.70	£481.00	£8.30
1100 Ltr Euro Bin	£465.60	£474.00	£8.40
1280 Litre Euro Bin	£588.60	£599.00	£10.40
COMMERCIAL RECYCLING CONTAMINATION CHARGE			
Per occurrence - one off charge in addition to standard collection charges above	£50.00	£75.00	£25.00

Public Realm Fees & Charges Proposals 2025/26

Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
HIGHWAYS			
Street Lamp Column Small Cell Attachments			
Coordination fee / checking and assessing applications (VAT to be added)	£4,500.00	£4,950.00	£450.00
Inspection / surveys / structural tests, per node attachment (VAT to be added)	£240.00	£270.00	£30.00
Annual fee - first node deployed on each asset	£300.00	£330.00	£30.00
Annual fee - second node deployed on each asset	£150.00	£170.00	£20.00
Annual fee - each additional node deployed on each asset after the first two	£100.00	£110.00	£10.00
Attachment licence – for attachments other than small cells:			
Admin Charge	£250.00	£280.00	£30.00
6 monthly block charge per asset (i.e. lamp column)	£750.00	£830.00	£80.00
Other			
Provision of General Highways Information	£550.00	£600.00	£50.00
Crossover Application fee	£550.00	£600.00	£50.00
Canopy Fee - One off charge	£330.00	£360.00	£30.00
Canopy Fee - Renewal	£165.00	£180.00	£15.00
Pavement Licences			
New pavement licence (per annum)	£300.00	£500.00	£200.00
Renewed pavement licence (per annum)	£200.00	£350.00	£150.00
Advertising Board Licence - Annual	£220.00	£250.00	£30.00
Scaffolding / Hoarding Licences			
A damage deposit of at least £750 applies for all for scaffold & hoarding licences (refundable on completion following verbal or written confirmation & satisfactory site inspection).	£750+	£750+	N/A
Scaffolding / Hoarding Licence Commercial Single Frontages (and residential sites measuring up to 15m) - per month	£420.00	£600.00	£180.00
Scaffolding / Hoarding Licence (Any site measuring more than 15m) - per month	£960.00	£1,060.00	£100.00
Crane Licences			
Major crane Application	£1,000.00	£1,120.00	£120.00
Minor Crane Operations, two weeks	£500.00	£550.00	£50.00
Skips & Builder's Materials Licences			
A damage deposit has been introduced to cover damage from skips and builders materials. This is set at £750 in line with the damage deposit for scaffolding and hoarding licences	£750.00+	£750.00+	
Skip & Builders' Materials Licences, two weeks	£130.00	£150.00	£20.00
Applications for highway licences, where applicable, also require payment for the suspension of a parking bay			
Other Highways Licences			
Magazine Dispensers	£1,155.00	£1,280.00	£125.00
Storage Containers (developments, stadiums, etc.), two weeks	£1,100.00	£1,210.00	£110.00
Cellar Doors - One off license fee	£440.00	£490.00	£50.00
Cellar Doors - Renewal fee	£220.00	£250.00	£30.00
Portaloos, two weeks	£110.00	£200.00	£90.00
Site huts, two weeks	£330.00	£370.00	£40.00
Accident Data	£200.00	£220.00	£20.00
Call outs (for first day - not including additional costs)	£220.00	£250.00	£30.00
- Each additional day	£82.50	£100.00	£17.50
Highways Inspection Data			
Application	£550.00	£610.00	£60.00
Highways Land Enquires			
Text Based	£120.00	£140.00	£20.00
Drawing	£240.00	£270.00	£30.00
Street Naming and Numbering			
Initial new addressable Unit	£400.00	£450.00	£50.00
Additional Addressable Unit	£140.00	£160.00	£20.00
New building name	£280.00	£310.00	£30.00
New Street name	£800.00	£880.00	£80.00
Address Verification	£180.00	£200.00	£20.00
Street works (Section 50) Licences			
Application Fee	£370.00	£500.00	£130.00
Officer Time Charges, per hour, estimated as at least £750 per job	£750.00	£750.00	£0.00
Admin Fee	7%	10%	3%
Reinstatement Bond	To be estimated	To be estimated	

Public Realm Fees & Charges Proposals 2025/26

Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
TRANSPORT POLICY			
Costs of Traffic Surveys			
4 Arm Junction	£770.00	£850.00	£80.00
Single Carriageway	£770.00	£850.00	£80.00
Other Junctions	£770.00	£850.00	£80.00
ENVIRONMENTAL QUALITY			
Demolition Notice S80 Building Act (VAT not included)	£360.00	£440.00	£80.00
Environmental Searches for Contaminated Land Enquiries(Environmental Information Regulations 2004)			
Residential Property*	£240.00	£270.00	£30.00
Commercial Property*	£240.00	£270.00	£30.00
*A scaled increase is applied to these charges for bespoke searches, large sites or adjacent properties. The Environmental Quality team should be contacted for an estimate in all cases. VAT is not included.			
Private Water Supplies - General Charges			
<i>Statutory charges. The Regulations* allow the Council to recover reasonable costs.</i>			
Risk Assessment (for each assessment)	£85.00	£100.00	£15.00
Sampling (for each visit)**	£85.00	£100.00	£15.00
Investigation (each investigation)	£85.00	£100.00	£15.00
Granting an authorisation (each authorisation)	£85.00	£100.00	£15.00

Public Realm Fees & Charges Proposals 2025/26

Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
LETTINGS & EVENTS - Zero Rated VAT (Hourly Rates)			
Corporate and Private			
Build and de-rig fee or non-operating day (50% of daily hire fee)			
Events Under 200 people attending	£1,761.00	£1,900.00	£139.00
Events 200-499 people attending	£2,343.00	£2,600.00	£257.00
Events 500-999 people attending	£2,929.00	£3,200.00	£271.00
Events 1,000-4,999 people attending	£5,858.00	£6,500.00	£642.00
Events 5,000-9,999 people attending	£11,714.00	£13,000.00	£1,286.00
Events 10,000-19,999 people attending	POA	POA	N/A
Fairground			
Build and de-rig fee or non-operating day (50% of daily hire fee)			
Small (up to 5 ride)	£604.00	£700.00	£96.00
Medium (up to 10 rides)	£1,209.00	£1,300.00	£91.00
Large (over 10 rides)	£2,418.00	£2,500.00	£82.00
Surcharge for large infrastructure			
Staging and Screens	£587.00	£650.00	£63.00
Other Fees			
Short notice surcharge	N/A	POA	New Charge
Event Duty Management half day (min 4 hours)	N/A	£400-£750	New Charge
Event Duty Management full day	N/A	£500-£1,000	New Charge

Public Realm Fees & Charges Proposals 2025/26

Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
FILMING/PHOTOGRAPHY			
GENERAL (ADMIN AND STAFF)			
Admin fee per hour (10 and above crew)	N/A	£150.00	New Charge
Late Notice Application Fee (less than two weeks)	£106.80	£150.00	£43.20
Late Notice cancellation (within 48 hours of start)	N/A	50% of total fees	New Charge
Security per hour	£27.60	Cost plus 25%	N/A
Electricians per hour	£47.60	Cost plus 25%	N/A
Licence fee (small crew) 1 -10	£46.90	£100.00	£53.10
Licence fee (Medium crew) 11 - 24	£70.40	£150.00	£79.60
Licence fee (large crew) 25-49	£129.10	£200.00	£70.90
Licence fee (extra large) 50+	£176.10	£300.00	£123.90
Licence fee (students and charities)	£23.50	£30.00	£6.50
PARKS AND CEMETERIES			
Larger parks - Ravenscourt, Bishops, Wormwood Scrubs, Hammersmith, South (per hour)	£434.30	£500.00	£65.70
All other sites (per hour)	POA	POA	N/A
Small parks: Small crew 1 -10 (per day)	£586.90	£750.00	£163.10
Small parks: Medium crew 11 - 24 (per day)	£1,173.70	£1,500.00	£326.30
Small parks: Large crew 25 - 49 (per day)	£1,173.70	£2,000.00	£826.30
Small parks: Extra large crew 50+ (per day)	£2,347.40	£2,500.00	£152.60
Large parks: Small crew 1 -10 (per day)	£1,760.60	£2,000.00	£239.40
Large parks: Medium crew 11 - 24 (per day)	£2,347.40	£2,500.00	£152.60
Large parks: Large crew 25 - 49 (per day)	£2,934.30	£3,500.00	£565.70
Large parks: Extra large crew 50+ (per day)	£3,521.10	£4,000.00	£478.90
LOCATION FEES			
Libraries / Sports Centres / Housing Estates / Mortuary:			
Extra large crew 50+ (per day)	£3,521.10	£4,000.00	£478.90
LIBRARIES			
Archives Reproduction Fees			
Exhibitions - Permanent display - small audience	£45.00	£60.00	£15.00
Exhibitions - Permanent display - large audience	£90.00	£120.00	£30.00
Television, Film & Video - Facility fee for film or TV companies - negotiable per day	£100-£500	£110-£550	£10-£50
TV & Audio			
DVDs & boxed sets per day	£0.30	£1.00	£0.70
Learning pack/ language course	£0.30	£1.00	£0.70
Loss & Damage			
Lost / damaged membership cards - over 15	£3.00	£3.50	£0.50

Public Realm Fees & Charges Proposals 2025/26

Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
PARKS			
Professional Dog Walker Licence - Resident (annual)	£210.00	£230.00	£20.00
Professional Dog Walker Licence - Non Resident (annual)	£410.00	£460.00	£50.00
LEISURE IN PARKS			
PROFESSIONAL PERSONAL TRAINING			
Professional Trainer License With 3 or more people up to 25 (6 Months)	£960.00	£1,060.00	£100.00
Professional Trainer License With 3 or more people up to 25 (12 Months)	£1,710.00	£1,890.00	£180.00
FOOTBALL (GRASS PITCHES) - LBHF			
<i>Inclusive of Changing Rooms when available & Nets/Flags</i>			
Full-Size Pitch Per Game	£121.30	£133.00	£11.70
7-A-Side Size Pitch Per Game	£59.90	£66.00	£6.10
5-a-side pitch per hour	£49.90	£55.00	£5.10
Per Pitch Per Hour - In Borough State Schools	£42.30	£45.00	£2.70
Per Pitch Per Hour - Out of Borough & Private Schools	£100.00	£110.00	£10.00
11-A-SIDE ALL-WEATHER PITCHES (11AWP)			
<i>Inclusive of Pitch Hire Only</i>			
Per Pitch Per Hour	£121.30	£133.00	£11.70
Per Pitch (off-peak 9am-5pm Monday-Thursday, all day Friday and weekends)	£108.60	£119.00	£10.40
Per Pitch Per Hour - In Borough State Schools	£42.30	£45.00	£2.70
Per Pitch Per Hour - Out of Borough & Private Schools	£100.00	£110.00	£10.00
Per Pitch Per Hour - H&F Primary Schools Sports association (1pm-3.30pm) - Session	£55.00	£58.00	£3.00
Per pitch (Group Training/Coaching Every Day)	£116.20	£133.00	£16.80
Per Pitch Per Hour - H&F Primary Schools Sports association (9am-3.30pm) - 5 times a year	£172.40	£182.00	£9.60
5-A-SIDE ALL-WEATHER PITCHES (5AWP)			
<i>Inclusive of Pitch Hire Only</i>			
Per Pitch Per Hour	£59.90	£66.00	£6.10
Per Pitch (off-peak 9am-5pm Monday-Thursday, all day Friday and weekends)	£47.10	£52.00	£4.90
Per Pitch Per Hour - In Borough State Schools	£34.30	£37.00	£2.70
Per Pitch Per Hour - Out of Borough & Private Schools	£61.00	£66.00	£5.00
Per pitch (Group Training/Coaching Every Day)	£63.40	£70.00	£6.60
RUGBY / GAELIC FOOTBALL / LA CROSSE / HOCKEY / AUSTRALIAN RULES			
<i>Inclusive of Changing Rooms when available</i>			
Per Pitch, Per Adult, Per game -	£121.40	£134.00	£12.60
Junior Size pitch - Game	£75.90	£83.00	£7.10
Per Pitch Per Hour - In Borough State Schools	£42.30	£45.00	£2.70
Per Pitch Per Hour - Out of Borough & Private Schools	£100.00	£110.00	£10.00
CRICKET PITCH - LBHF			
<i>Wormwood Scrubs only (Inclusive of Changing Rooms when available)</i>			
Per pitch per match (weekend and bank holiday)	£163.50	£180.00	£16.50
Per pitch per hour (Group training/coaching everyday)	£63.10	£69.00	£5.90
Per pitch per match (weekday)	£135.10	£149.00	£13.90
Per pitch - In-Borough State School	£42.30	£45.00	£2.70
Per pitch - Out of Borough and Private School	£100.00	£110.00	£10.00
CRICKET (NETS)			
<i>South Park Only (Inclusive of Net Hire only, where requested without a pitch).</i>			
Per net - Hour	£21.00	£23.00	£2.00
Per net - In-Borough State School - Hour	£16.20	£18.00	£1.80
Per net - Out of Borough and Private School - Hour	£23.00	£25.00	£2.00
ROUNDERS/BASEBALL/SOFTBALL			
<i>Wormwood Scrubs only (Inclusive of Changing Rooms when available)</i>			
Per pitch - adult	£121.50	£134.00	£12.50
Per Pitch Per Hour - In Borough State Schools	£55.00	£58.00	£3.00
Per Pitch Per Hour - Out of Borough & Private Schools	£95.00	£105.00	£10.00
TOUCH/TAG RUGBY			
<i>Inclusive of Pitch Hire Only</i>			
Per Pitch Per Game	£64.10	£71.00	£6.90
Per Pitch Per Hour - In Borough State Schools	£42.30	£45.00	£2.70
Per Pitch Per Hour - Out of Borough & Private Schools	£100.00	£110.00	£10.00
ATHLETICS & SPORTS DAYS - HURLINGHAM PARK & SOUTH PARK			
<i>Inclusive of Line Markings (100m Track) (No Changing Rooms)</i>			
Per Space Per Hour	£85.00	£94.00	£9.00
Per Space Per Hour - In Borough State Schools	£42.30	£45.00	£2.70
Per Space Per Hour - Out of Borough & Private Schools	£100.00	£110.00	£10.00
ATHLETICS & SPORTS DAYS - All Other Sites			
<i>Inclusive of Pitch Hire Only</i>			
Per Space Per Hour	£39.80	£44.00	£4.20
Per Space Per Hour - In Borough State Schools	£34.30	£37.00	£2.70
Per Space Per Hour - Out of Borough & Private Schools	£64.00	£70.00	£6.00
Group training and coaching per area per hour	£65.00	£72.00	£7.00
TENNIS - LBHF			
Pay and play - Hour (non-member court fee)	£13.30	£15.00	£1.70
Tennis Membership (Annual - Adult)	N/A	£25.00	New charge
Member Pay and play - Adult - Hour / Out of borough & Private School	£9.90	£11.00	£1.10
Member Pay and play - Youth (under 18) - Hour	£4.70	£5.00	£0.30
Pre-booked - State school - Hour	£4.70	£5.00	£0.30
Floodlights - Hour	£4.20	£5.00	£0.80
Coaches licence fee - Annual	£1,602.70	£1,800.00	£197.30
Chelsea Harbour Club Adult Courses (per week)	N/A	£15.00	New charge
Chelsea Harbour Club Junior Courses (per week)	N/A	£12.50	New charge
Chelsea Harbour Club Disability Courses (per week)	N/A	£5.00	New charge
NETBALL - LBHF			
Per Court Per Hour - Daytime	£28.50	£32.00	£3.50
Per Court (Group training/coaching daytime)	£31.60	£35.00	£3.40
Per Court Per Hour - Floodlit	£42.70	£47.00	£4.30
Per Court (Group training/coaching floodlit)	£45.30	£50.00	£4.70

Public Realm Fees & Charges Proposals 2025/26

Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
Per Court Per Hour - In Borough State Schools	£23.30	£26.00	£2.70
Per Court Per Hour - Out of Borough & Private Schools	£36.00	£40.00	£4.00
Netball - Per Court Per Hour - In Borough State Schools - Floodlit	£30.00	£33.00	£3.00
Netball - Per Court Per Hour - Out of Borough & Private Schools - Floodlit	£43.00	£47.00	£4.00
COMMUNITY ROOM - Hurlingham Park Only			
Room Hire	£44.20	£49.00	£4.80
Room Hire - Hammersmith And Fulham RFC (2 Hours)	£100.80	£111.00	£10.20
TRAINING AREAS (FLOODLIT AND NON FLOODLIT)			
HURLINGHAM PARK TRAINING AREA			
<i>Inclusive of Changing Rooms & Floodlights (Where Available)</i>			
Training Area Per Hour	£56.40	£62.00	£5.60
Training Area Per Hour - Group Training/Coaching Every Day	£63.40	£70.00	£6.60
Training Area Per Hour - In Borough State Schools	£54.60	£58.00	£3.40
Training Area Per Hour - Out of Borough & Private Schools	£81.00	£89.00	£8.00
Per area - Hammersmith & Fulham RFC (90 minutes) - Session	£113.10	£124.00	£10.90
Training Area Per Day - Fulham Football Club Foundation	£178.60	£196.00	£17.40

Public Realm Fees & Charges Proposals 2025/26

Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
BISHOPS PARK, BROOK GREEN, EEL BROOK COMMON, LILLIE ROAD, NORMAND PARK, RAVENSCOURT PARK, SOUTH PARK & WORMWOOD SCRUBS TRAINING BOOKABLE AREAS			
<i>Inclusive of Pitch Hire Only</i>			
Training - In-Borough State School	£32.70	£35.00	£2.30
Training - Out Of Borough And Private School and General	£41.00	£45.00	£4.00
Training Area Per Hour (Public- without Changing Rooms)	£32.70	£36.00	£3.30
Training Area Per Hour (Commercial - without Changing Rooms)	£36.50	£40.00	£3.50
Training Area Per Hour (with Changing Rooms)	£56.40	£62.00	£5.60
Training Area Per Hour/Day rate - Fulham Football Club Foundation (School Holidays Only)	£128.30	£141.00	£12.70
LINFORD CHRISTIE STADIUM			
Annual Inclusive Pass			
Adult (member)	£125.50	£140.00	£14.50
Adult (non-member)	£195.20	£210.00	£14.80
Concessionary (member)	£55.50	£60.00	£4.50
Concessionary (non-member)	£97.70	£110.00	£12.30
Student	£97.70	£110.00	£12.30
Adult (member) - 6 months	£69.50	£80.00	£10.50
Adult (non-member) - 6 months	£111.30	£120.00	£8.70
Casual Use session Price (pay as you go)			
Adult (Member)	£5.10	£6.00	£0.90
Adult (Non Member)	£6.50	£7.00	£0.50
*Concessionary (12 months only) (member)	£2.60	£3.00	£0.40
*Concessionary (12 months only) (Non Member)	£3.90	£4.00	£0.10
Lifestyle Plus Member	£0.60	£1.00	£0.40
Adult spectator/ entrance fee (events)	£2.60	£3.00	£0.40
Use of shower facilities / changing facilities	£2.60	£3.00	£0.40
Running Track Hire			
Training - In-Borough State School	£28.70	£31.00	£2.30
Training - Out Of Borough And Private School and General	£94.00	£103.00	£9.00
Training - Group training/coaching	£94.60	£104.00	£9.40
Sports Day - In-Borough State School (Up to 3 hours)	£220.80	£232.00	£11.20
Sports Day - Out Of Borough And Private School and General (Up to 3 hours)	£308.00	£339.00	£31.00
Sports Day - Group/corporate (Up to 3 hours)	£378.30	£416.00	£37.70
Sports Day - In-Borough State School (Each additional hour)	£88.90	£94.00	£5.10
Sports Day - Out Of Borough And Private School and General (Each additional hour)	£126.00	£139.00	£13.00
Sports Day - Group/corporate (Each additional hour)	£126.10	£166.00	£39.90
Thames Valley Harrier Meeting	£78.50	£86.00	£7.50
PITCHES & ANCILLARY HIRE SERVICES			
7-A-SIDE ALL WEATHER PITCH (Sand based)			
<i>Inclusive of changing rooms when available</i>			
Per Pitch Per Hour (Peak from 5pm onwards Monday-Thursday)	N/A	£65.00	New charge
Per Pitch Per Hour (off-peak 9am-5pm Monday-Thursday, all day Friday and weekends)	N/A	£45.00	New charge
Per Pitch Per Hour - In-Borough State School	N/A	£35.00	New charge
Per Pitch Per Hour - Out Of Borough And Private School	N/A	£55.00	New charge
7-A-SIDE 4G WEATHER PITCH			
<i>Inclusive of changing rooms when available</i>			
Per Pitch Per Hour (Peak from 5pm onwards Monday-Thursday)	N/A	£85.00	New charge
Per Pitch Per Hour (off-peak 9am-5pm Monday-Thursday, all day Friday and weekends)	N/A	£60.00	New charge
Per Pitch Per Hour - In-Borough State School	N/A	£50.00	New charge
Per Pitch Per Hour - Out Of Borough And Private School	N/A	£70.00	New charge
5-A-SIDE ALL WEATHER PITCH			
<i>Inclusive of changing rooms when available</i>			
Per Pitch (Peak from 5pm onwards Monday-Thursday)	£59.90	£66.00	£6.10
Per Pitch (off-peak 9am-5pm Monday-Thursday, all day Friday and weekends)	£39.60	£44.00	£4.40
Per Pitch - In-Borough State School	£34.10	£36.00	£1.90
Per Pitch - Out Of Borough And Private School	£51.00	£56.00	£5.00
GRASS CENTRE PITCH (Linford Christie Stadium)			
<i>Bookings for 10 or more games are exempt from VAT - Inclusive of changing rooms if desired</i>			
Centre Pitch Per Game Without Floodlighting	£149.30	£164.00	£14.70
Centre Pitch Per Hour Without Floodlighting	£128.30	£141.00	£12.70
Centre Pitch Per Hour Without Floodlighting - In-Borough State School	£88.90	£94.00	£5.10
Centre Pitch Per Hour Without Floodlighting - Out-of-Borough & Private School	£128.30	£141.00	£12.70
Centre Pitch Per Hour With Floodlighting	£164.20	£181.00	£16.80
Centre Pitch Per Hour With Floodlighting - In-Borough State School	£103.50	£109.00	£5.50
Centre Pitch Per Hour With Floodlighting - Out-of-Borough & Private School	£164.20	£181.00	£16.80
ROOMS / STORAGE HIRE			
Community room - Hour	£35.50	£39.00	£3.50
Announcers box - Hour	£35.50	£39.00	£3.50
Changing room per team - Game	£35.50	£39.00	£3.50
Community room - School - Hour	£28.40	£31.00	£2.60
Announcers box - School - Hour	£28.40	£31.00	£2.60
Changing room per team - School - Game	£28.40	£31.00	£2.60
Storage container - School - Annual	£1,850.50	£2,036.00	£185.50

Public Realm Fees & Charges Proposals 2025/26

Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
CEMETERIES - Exempt for VAT			
GRAVE PURCHASE - HAMMERSMITH & FULHAM			
Grave Purchase & Grant - North Sheen / Mortlake - Resident	£3,666.00	£4,400.00	£734.00
Grave Purchase & Grant - North Sheen / Mortlake - Non Resident	£7,332.00	£8,800.00	£1,468.00
Grave Purchase & Grant - Fulham / Margravine - Resident	£14,548.50	£15,300.00	£751.50
Grave Purchase & Grant - Fulham / Margravine - Non Resident	£21,823.40	£23,000.00	£1,176.60
INTERMENT & REOPENING OF GRAVES			
<i>The interment cost for residents' children up to 18 years of age are waived</i>			
Up to 2 interments / Reopening's (each) - Resident	£1,787.20	£1,900.00	£112.80
Up to 2 interments / Reopening's (each) - Non Resident	£3,574.50	£3,700.00	£125.50
Subsequent interment at same time - Resident	£608.20	£640.00	£31.80
Subsequent interment at same time - Non Resident	£1,216.40	£1,280.00	£63.60
Per extra interment (below 7ft) - Resident	£373.50	£400.00	£26.50
Per extra interment (below 7ft) - Non Resident	£746.90	£800.00	£53.10
Additional charge for casket over 6'8" long or over 26" wide - Resident	£3,259.70	£3,500.00	£240.30
Additional charge for casket over 6'8" long or over 26" wide - Non Resident	£6,519.40	£7,000.00	£480.60
INTERMENT OF CREMATED REMAINS			
<i>The interment cost for residents' children up to 18 years of age are waived</i>			
Grave Purchase & Reserve - Resident	£1,737.10	£1,830.00	£92.90
Grave Purchase & Reserve - Non Resident	£3,281.00	£3,660.00	£379.00
Grave Purchase and Grant - Resident	£868.50	£920.00	£51.50
Grave Purchase and Grant - Non Resident	£1,641.00	£1,840.00	£199.00
Interment - Resident	£446.00	£500.00	£54.00
Interment - Non Resident	£892.00	£500.00	-£392.00
Subsequent interment of Cremated Remains in a Grave	£234.70	£250.00	£15.30
Scattering of Ashes - Resident	£128.00	£140.00	£12.00
Scattering of Ashes - Non Resident	£128.00	£140.00	£12.00
INTERMENTS - PRIVATE GRAVES			
<i>The interment cost for residents' children up to 18 years of age are waived</i>			
NON PRIVATE GRAVES			
Grave Space Only - Resident	£1,787.20	£1,900.00	£112.80
Grave Space Only - Non Resident	£3,574.50	£3,800.00	£225.50
MEMORIALS			
Headstone (including Tablet, Vase, etc.) - Resident	£334.00	£360.00	£26.00
Headstone (including Tablet, Vase, etc.) - Non Resident	£667.90	£720.00	£52.10
Additional inscription - Resident	£111.00	£120.00	£9.00
Additional inscription - Non Resident	£221.90	£240.00	£18.10
Memorial Cleaning	£70.40	£80.00	£9.60
REGISTER SEARCH FEE			
1 Search	£30.00	£32.00	£2.00
2 Searches	£50.00	£53.00	£3.00
3 Searches	£60.00	£63.00	£3.00
CHANGE OF OWNERSHIP			
Registering change of ownership & new Deed	£117.00	£123.00	£6.00
As above but statutory declaration required	£200.00	£210.00	£10.00
USE OF CHAPEL (Per Hour)			
Standard Hours (Monday - Friday 10am-4pm)	£128.00	£135.00	£7.00
Out of Hours (Weekdays After 4pm / Saturdays / Bank Holidays). 24 Hours Notice Required	£128.00	£135.00	£7.00
Late arrival fee	£256.10	£270.00	£13.90
MAINTENANCE OF GRAVES & MEMORIALS			
Grave Planting and Maintenance (Per annum/per grave space)			
Full Maintenance	£229.60	£250.00	£20.40
Full Maintenance - Pensioners	£106.70	£125.00	£18.30

Public Protection Fees & Charges Proposals 2025/26

Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
ANIMAL LICENCES (Fees Set by City of London)			
Animal Boarding Establishments dogs & cats (NEW LICENCE)			
PART A - Application fee	£698.40	£977.40	£279.00
PART B - Ongoing costs (visits, enforcement etc)	£195.50	£198.82	£3.32
Application Total	£893.90	£1,176.20	£282.30
Animal Boarding Establishments dogs & cats (LICENCE RENEWAL)			
Part A - Application fee	£616.60	£904.20	£287.60
Part B - Ongoing costs (visits, enforcement etc)	£195.50	£198.82	£3.32
Application Total	£812.10	£1,103.02	£290.92
Dog breeding kennels (NEW LICENCE)			
PART A - Application fee	£873.40	£1,111.80	£238.40
PART B - Ongoing costs (visits, enforcement etc)	£195.50	£198.82	£3.32
Application Total	£1,068.90	£1,310.62	£241.72
Dog breeding kennels (LICENCE RENEWAL)			
PART A - Application fee	£709.60	£977.40	£267.80
PART B - Ongoing costs (visits, enforcement etc)	£195.50	£198.82	£3.32
Application Total	£905.10	£1,176.20	£271.10
Dog breeding - Domestic (NEW LICENCE)			
PART A - Application fee	£703.40	£927.00	£223.60
PART B - Ongoing costs (visits, enforcement etc)	£195.50	£198.82	£3.32
Application Total	£898.90	£1,125.82	£226.92
Dog breeding - Domestic (LICENCE RENEWAL)			
PART A - Application fee	£585.60	£831.00	£245.40
PART B - Ongoing costs (visits, enforcement etc)	£195.50	£198.82	£3.32
Application Total	£781.10	£1,029.82	£248.72
Dangerous Wild Animals (NEW LICENCE - Commercial)			
PART A - Application fee	£902.40	£819.00	-£83.40
PART B - Ongoing costs (visits, enforcement etc)	£195.50	£198.82	£3.32
Application Total	£1,097.90	£1,017.82	-£80.08
Dangerous Wild Animals (LICENCE RENEWAL - Commercial)			
PART A - Application fee	£710.60	£634.20	-£76.40
PART B - Ongoing costs (visits, enforcement etc)	£195.50	£198.82	£3.32
Application Total	£906.10	£833.02	-£73.08
Dangerous Wild Animals (NEW LICENCE - Domestic)			
PART A - Application fee	£769.40	£634.20	-£135.20
PART B - Ongoing costs (visits, enforcement etc)	£195.50	£198.82	£3.32
Application Total	£964.90	£833.02	-£131.88
Dangerous Wild Animals (LICENCE RENEWAL - Domestic)			
PART A - Application fee	£623.60	£541.80	-£81.80
PART B - Ongoing costs (visits, enforcement etc)	£195.50	£198.82	£3.32
Application Total	£819.10	£740.62	-£78.48
Performing Animals (NEW LICENCE)			
PART A - Application fee	£667.40	£757.80	£90.40
PART B - Ongoing costs (visits, enforcement etc)			
Application Total	£667.40	£757.80	£90.40
Performing Animals (LICENCE RENEWAL)			
PART A - Application fee only required	£524.60	£611.40	£86.80
PART B - Ongoing costs (visits, enforcement etc)			

Public Protection Fees & Charges Proposals 2025/26

Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
Application Total	£524.60	£611.40	£86.80
Pet Sales (NEW LICENCE)			
PART A - Application fee	£854.40	£1,123.80	£269.40
PART B - Ongoing costs (visits, enforcement etc)	£195.50	£198.82	£3.32
Application Total	£1,049.90	£1,322.62	£272.72
Pet Sales (LICENCE RENEWAL)			
PART A - Application fee	£709.60	£904.20	£194.60
PART B - Ongoing costs (visits, enforcement etc)	£195.50	£198.82	£3.32
Application Total	£905.10	£1,103.02	£197.92
Riding Establishments (LICENCE RENEWAL) based on 15 - 29 horses			
PART A - Application fee	£1,460.60	£2,566.20	£1,105.60
PART B - Ongoing costs (visits, enforcement etc)	£195.50	£198.82	£3.32
Application Total	£1,656.10	£2,765.00	£1,108.90
Home Boarders/daycare (NEW LICENCE) Up to 6 dogs			
PART A - Application fee	£574.40	£831.00	£256.60
PART B - Ongoing costs (visits, enforcement etc)	£195.50	£198.82	£3.32
Application total	£600.30	£1,029.80	£429.50
Home Boarders/daycare (LICENCE RENEWAL) Up to 6 dogs			
PART A - Application fee	£491.60	£757.80	£266.20
PART B - Ongoing costs (visits, enforcement etc)	£195.50	£198.82	£3.32
Application total	£687.10	£956.62	£269.52
Dog Day Care (NEW LICENCE) More than 10 dogs			
PART A - Application fee	£636.40	£1,046.60	£410.20
PART B - Ongoing costs (visits, enforcement etc)	£195.50	£198.82	£3.32
Application total	£831.90	£1,245.42	£413.52
Dog Day Care (LICENCE RENEWAL) More than 10 dogs			
PART A - Application fee	£554.60	£904.20	£349.60
PART B - Ongoing costs (visits, enforcement etc)	£195.50	£198.82	£3.32
Application total	£750.10	£1,103.02	£352.92
Franchisee Arranger (NEW LICENCE)			
PART A - Application fee	£570.40	£831.00	£260.60
PART B - Ongoing costs (visits, enforcement etc)	£195.50	£198.82	£3.32
Application total	£765.90	£1,029.82	£263.92
Franchisee Arranger (LICENCE RENEWAL)			
PART A - Application fee	£491.60	£757.80	£266.20
PART B - Ongoing costs (visits, enforcement etc)	£195.50	£198.82	£3.32
Application total	£687.10	£956.62	£269.52
Hobbyist Host			
Inspection fee	£187.00	£292.80	£105.80

Public Protection Fees & Charges Proposals 2025/26

Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
FOOD HYGIENE TRAINING			
<i>Discounts apply on the following rates for charities</i>			
Introductory -Level 1 (half day course)	N/A	£200.00	New Charge
Foundation (Food Hygiene Level 2) full day	N/A	£400.00	New Charge
Intermediate Food Hygiene Level (3 days)	N/A	£1,200.00	New Charge
<i>All above fees attract additional charge per candidate for supplies (exam paper, course books, course materials etc.)</i>			
PEST CONTROL (Including VAT)			
Mice and Rats			
For up to 3 visits for mice	£151.60	£170.00	£18.40
For each additional visit required	£47.10	£50.00	£2.90
Fleas			
1 visit for fleas; maximum of 3 rooms (additional rooms £15 each)	£137.20	£150.00	£12.80
Wasps			
1 visit for wasps	£82.60	£90.00	£7.40
Bedbugs			
2 visit for bedbug treatments; maximum of two bedrooms (additional rooms £26 each)	£271.20	£300.00	£28.80
For each additional visit required	£132.20	£150.00	£17.80
Cockroaches			
Up to 3 visits for cockroaches	£181.60	£200.00	£18.40
For each additional visit required	£57.10	£60.00	£2.90
Tropical ants			
Up to 2 visits	£147.80	£160.00	£12.20
For each additional visit required	£59.00	£70.00	£11.00
Garden ants			
1 visit for up to 4 rooms	£57.50	£70.00	£12.50
Other pests			
Other pests - Includes squirrels, common clothes moths, etc.	POA	POA	N/A
Commercial Charge - up to 1 hour	£146.50	£160.00	£13.50
Commercial Charge - per 30 minutes after first hour	£73.90	£80.00	£6.10
FIXED PENALTY NOTICES			
50% discount on the following rates for prompt payment (within 14 days)			
Fixed Penalty Notices (Fly-tipping)	£1,000	£1,000	£0
Fixed Penalty Notices (Littering, amount shown is discounted rate)	£150	£250	£100
Fixed Penalty Notices (Graffiti)	£100	£500	£400
Fixed Penalty Notices (Household Duty of Care)	£400	£600	£200
40% discount on the following rates for prompt payment (within 14 days)			
Fixed Penalty Notices (Street trading contravention of conditions).	£100	£150	£50
Fixed Penalty Notices (Residential Premises Contravention or failure to comply with requirement or prohibition imposed by an abatement notice)	N/A	£100	New Charge
Fixed Penalty Notices (Industrial, Trade or Business - Contravention or failure to comply with requirement or prohibition imposed by an abatement notice)	N/A	£400	New Charge
Fixed Penalty Notices (Failure to comply with a Community Protection Notice)	N/A	£100	New Charge
Fixed Penalty Notices (Noise from dwellings)	N/A	£110	New Charge
No legislative discount permitted on the following rates for prompt payment			
Fixed Penalty Notices (Commercial waste receptacle breach)	£110	£150	£40
Fixed Penalty Notices (Repairing vehicles on road)	£100	£150	£50
Fixed Penalty Notices (2 or more vehicles for sale)	£100	£150	£50
Fixed Penalty Notices (Noise from licensed premises)	N/A	£500	New Charge

Planning Fees & Charges Proposals 2025/26

Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
PLANNING - NON-STATUTORY CHARGES			
Planning History Search	£129	£150	£21
Planning Performance Agreements			
Senior management team	£1,014	£1,650	£636
Team leaders and deputy team leader	£907	£998	£91
Principal officers	£800	£880	£80
Senior officers	£800	£880	£80
Technical support officer	£587	£646	£59
Pre Application Charges			
Householder and small-scale proposals			
Householder written advice	£373	£435	£62
Householder meeting with planning officer	£534	£630	£97
Householder including basement and/or listed building– meeting with planning officer	N/A	£1,320	New Charge
Other - including advertisements, telecommunications, prior approvals, witten advice	N/A	£900	New Charge
Other - including advertisements, telecommunications, prior approvals, witten advice (with meeting)	N/A	£1,350	New Charge
Residential Schemes			
1 unit	£1,761	£3,095	£1,334
2-5 units	N/A	£6,080	New Charge
6-9 units	N/A	£9,595	New Charge
10-20 units	N/A	£15,790*	New Charge
*This is a minimum charge and PPA is encouraged with an agreed fee			
Non-Residential Schemes			
No new floor space/up to 99sqm	£907	£1,205	£298
100-199sqm new floor space	N/A	£5,122	New Charge
200-499sqm new floor space	N/A	£6,010	New Charge
500-849sqm new floor space	N/A	£7,800	New Charge
850sqm and above new floor space	N/A	£15,760**	New Charge
**This is a minimum charge and PPA is encouraged with an agreed fee			
Residential and Non-Residential Mix Use			
Pre-planning advice fees are equivalent to the sum of the residential and non-residential elements derived from the tables above. For example: 8 residential units plus 350sqm of non-residential would be £15,605 (£9,595 plus £6,010)			

Homebuy Fees & Charges 2025/26

Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
Discount Market Sale Home Buy Fee	£200.00	£250.00	£50.00
Discount Market Sale Marketing and Resale Cost (per property)	N/A	£750.00	New Charge

Adult Learning Skills Service Fees & Charges Proposals 2025/26

Fee Description	Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
Classes				
<i>60% concession rate applies to the following classes</i>				
Adult Education Class Full Fee per hour Band B	Accredited courses aimed at GLA/ESFA priorities e.g. low incomes (London Living wage) ESOL, SEN.	£3.23	£3.60	£0.37
Adult Education Class Full Fee per hour Band C	For courses leading to qualifications which attract a higher level of GLA/ESFA subsidy e.g. Childcare, HSC, TA, Book - Keeping etc	£4.89	£5.40	£0.51
Adult Education Class Full Fee per hour Band D	Courses that offer further personal progression and do not have primary aim of providing first steps e.g. advanced courses L3 and above.	£6.76	£7.40	£0.64
Adult Education Class Full Fee per hour Band E	Courses whose primary purpose is seen by learners to be a personal development activity e.g. MFL, Humanities and BE.	£8.45	£9.30	£0.85
Adult Education Class Full Fee per hour Band F	Full cost fee for students not resident in GLA and not eligible for GLA/ESFA subsidy (Full Fee).	£16.35	£18.00	£1.65
Adult Education Class Full Fee per hour Band G	Fee determined by market to cover full cost at a minimum	Market Rate	Market Rate	N/A
Adult Education Class Full Fee per hour SEND (all Bands) per course per term	Non accredited provision, 2 hours per week.	£42.21	£46.40	£4.19
Agewell Specific Programmes Class Fee per course per term Band AW	H&F borough residents	£50.00	£55.00	£5.00
Agewell Specific Programmes Class Fee per course per term Band AW	Out-of-H&F borough residents	£50.00	£55.00	£5.00
Agewell Specific Programmes Class Fee per course per term Band AW	Concessions	£25.00	£27.50	£2.50

Adult Learning Skills Service Fees & Charges Proposals 2025/26

Fee Description	Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
Hire Charges				
Community Hire Charges				
1 Room	Hourly Rate per Room 1-5 hours	£20.00	£22.00	£2.00
	Daily Rate per Room 6 hours plus	£113.30	£124.60	£11.30
	Weekly rate for Bookings of 5 days	£557.14	£612.90	£55.76
1 Hall	Hourly Rate per Room 1-5 hours	£32.38	£35.60	£3.22
	Daily Rate per Room 6 hours plus	£182.85	£201.10	£18.25
	Weekly rate for Bookings of 5 days	£902.85	£993.10	£90.25
Upholstery/ Kitchen/ Sewing room/ Art room/ Woodwork Room/Jewellery/ Stained Glass	Hourly Rate per Room 1-5 hours	£26.60	£29.30	£2.70
	Daily Rate per Room 6 hours plus	£158.10	£173.90	£15.80
	Weekly rate for Bookings of 5 days	£777.14	£854.90	£77.76
Motor Vehicle/ Pottery Workshop	Hourly Rate per Room 1-5 hours	£46.66	£51.30	£4.64
	Daily Rate per Room 6 hours plus	£277.14	£304.90	£27.76
	Weekly rate for Bookings of 5 days	£1,375.24	£1,512.80	£137.56
ICT	Hourly Rate per Room 1-5 hours	£38.10	£41.90	£3.80
	Daily Rate per Room 6 hours plus	£220.00	£242.00	£22.00
	Weekly rate for Bookings of 5 days	£1,092.38	£1,201.60	£109.22
Commercial Hire Charges				
1 Room	Hourly Rate per Room 1-5 hours	£56.19	£61.80	£5.61
	Daily Rate per Room 6 hours plus	£315.24	£346.80	£31.56
	Weekly rate for Bookings of 5 days	£1,521.90	£1,674.10	£152.20
1 Hall	Hourly Rate per Room 1-5 hours	£97.14	£106.90	£9.76
	Daily Rate per Room 6 hours plus	£573.30	£630.60	£57.30
	Weekly rate for Bookings of 5 days	£2,814.29	£3,095.70	£281.41
Upholstery/ Kitchen/ Sewing room/ Art room/ Woodwork Room/Jewellery/ Stained Glass	Hourly Rate per Room 1-5 hours	£65.71	£72.30	£6.59
	Daily Rate per Room 6 hours plus	£394.29	£433.70	£39.41
	Weekly rate for Bookings of 5 days	£1,900.00	£2,090.00	£190.00
Motor Vehicle/ Pottery Workshop	Hourly Rate per Room 1-5 hours	£85.71	£94.30	£8.59
	Daily Rate per Room 6 hours plus	£511.43	£562.60	£51.17
	Weekly rate for Bookings of 5 days	£2,424.76	£2,667.20	£242.44
ICT	Hourly Rate per Room 1-5 hours	£76.19	£83.80	£7.61
	Daily Rate per Room 6 hours plus	£446.66	£491.30	£44.64
	Weekly rate for Bookings of 5 days	£2,183.81	£2,402.20	£218.39
H&F Training & Development Unit				
IT Equipment, IWB, computer, wifi	Unit price per day	£114.29	£125.70	£11.41
Flipchart & pens	Unit price per day	£13.33	£14.70	£1.37
Lectern (adjustable)	Unit price per day	£21.90	£24.10	£2.20
PA systems includes microphone	Unit price per day	£110.48	£121.50	£11.02
Kitchen Utensil Hire	Unit price per day	£11.43	£12.60	£1.17
Room Set Up	Unit price	£19.05	£21.00	£1.95
Refreshments, tea, coffee & water	Unit price, per person, per break	£1.90	£2.10	£0.20

Parking Fees & Charges Proposals 2025/26

Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
Pay and Display Parking			
Visitor Parking 0g/km	£2.80	£2.80	£0.00
Visitor Parking 1-75g/km CO2	£2.80	£2.80	£0.00
Visitor Parking 76-120g/km CO2	£4.00	£4.00	£0.00
Visitor Parking 121-150g/km CO2	£4.50	£4.50	£0.00
Visitor Parking 151- 185g/km CO2	£5.50	£5.50	£0.00
Visitor Parking 186- 225g/km CO2	£6.00	£6.00	£0.00
Visitor Parking Over 225k/km CO2	£7.00	£7.00	£0.00
RVP 0g/km	£1.80	£1.80	£0.00
RVP 1-75g/km CO2	£1.80	£1.80	£0.00
RVP 76-120g/km CO2	£1.80	£1.80	£0.00
RVP 121-150g/km CO2	£2.30	£2.30	£0.00
RVP 151- 185g/km CO2	£2.80	£2.80	£0.00
RVP 186- 225g/km CO2	£3.30	£3.30	£0.00
RVP Over 225k/km CO2	£3.80	£3.80	£0.00
Business Visitor Permit 0g/km	£2.50	£2.50	£0.00
Business Visitor Permit 1-75g/km CO2	£2.50	£2.50	£0.00
Business Visitor Permit 76-120g/km CO2	£3.50	£3.50	£0.00
Business Visitor Permit 121-150g/km CO2	£3.50	£3.50	£0.00
Business Visitor Permit 151- 185g/km CO2	£4.25	£4.25	£0.00
Business Visitor Permit 186- 225g/km CO2	£5.00	£5.00	£0.00
Business Visitor Permit Over 225k/km CO2	£5.00	£5.00	£0.00
Permits			
Business Permit 0g/km	£200.00	£200.00	£0.00
Business Permit 1-75g/km CO2	£395.00	£395.00	£0.00
Business Permit 76-120g/km CO2	£791.00	£791.00	£0.00
Business Permit 121-150g/km CO2	£850.00	£850.00	£0.00
Business Permit 151- 185g/km CO2	£950.00	£950.00	£0.00
Business Permit 186- 225g/km CO2	£1,050.00	£1,050.00	£0.00
Business Permit Over 225k/km CO2	£1,200.00	£1,200.00	£0.00
Resident Permit 0g/km	£119.00	£119.00	£0.00
Resident Permit 1-75g/km CO2	£156.00	£156.00	£0.00
Resident Permit 76-120g/km CO2	£193.00	£193.00	£0.00
Resident Permit 121-150g/km CO2	£230.00	£230.00	£0.00
Resident Permit 151- 185g/km CO2	£266.00	£266.00	£0.00
Resident Permit 186- 225g/km CO2	£303.00	£303.00	£0.00
Resident Permit Over 225k/km CO2	£340.00	£340.00	£0.00
Motorcycle Permit	30% discount of banding cost	30% discount of banding cost	£0.00
2nd Permit	3x cost based on banding	3x cost based on banding	£0.00
Car Club	£791.00	£791.00	£0.00
Market Traders	£791.00	£791.00	£0.00
Suspensions			
Short notice fee	£255.00	£281.00	£26.00
Admin Fee	£40.00	£44.00	£4.00
Per bay per day 1 - 5 days	£48.00	£53.00	£5.00
Per bay per day 6 - 31 days	£74.00	£81.00	£7.00
Per bay per day 32 - 93 days	£99.00	£109.00	£10.00
Per bay per day 94+ days	£110.00	£121.00	£11.00
Overstay charge per day	£150.00	£165.00	£15.00
Resident Discount up to 2 bays and 31 days	50%	50%	£0.00
Resident discount for emergency circumstances up to 2 bays for 1 day	100%	100%	£0.00

FINANCE AND CORPORATE Department Fees & Charges

Exceptions to the standard uplift

2025/26

REGISTRATION OF BIRTHS, DEATHS & MARRIAGES Fees and Charges 2025/26

Fee Description	2024/2025 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
Civil Marriage/Civil Partnership/Naming Ceremonies/Vow Renewals			
Notices			
Notice of marriage/civil partnership	£42.00	£42.00	£0.00
Notice of marriage/civil partnership (subject to Home Office referral)	£57.00	£57.00	£0.00
Consideration of Divorce/Dissolution (outside of British Isles) by LRS	£55.00	£55.00	£0.00
Consideration of Divorce/Dissolution (outside of British Isles) by GRO	£83.00	£83.00	£0.00
Waiver (reduce 28 day notice period)	£66.00	£66.00	£0.00
RG's Licence	£18.00	£18.00	£0.00
Conversion of a Civil Partnership into Marriage			
At Register Office	£50.00	£50.00	£0.00
Completing the declaration	£30.00	£30.00	£0.00
Signing the declaration in a religious building registered for same sex couples	£101.00	£101.00	£0.00
Register Office, Clockwork Building			
Wednesday PM	£56.00	£56.00	£0.00
The Rose Gold Room (Clockwork Building - Capacity of 12) Wedding & Civil Partnership Renewal of Vows Naming Ceremonies			
Monday - Thursday	£206.00	£226.00	£20.00
Friday	£266.00	£286.00	£20.00
Saturday	£326.00	£346.00	£20.00
Sunday	£406.00	£456.00	£50.00
Saturday (5pm and 6pm and 7pm)	N/A	£436.00	NEW FEE
The Copper Suite (Clockwork Building - Capacity of 60) Wedding & Civil Partnership Renewal of Vows Naming Ceremonies			
Monday - Thursday	£380.00	£390.00	£10.00
Friday	£437.00	£447.00	£10.00
Saturday	£497.00	£507.00	£10.00
Sunday	£552.00	£652.00	£100.00
Saturday (5pm and 6pm and 7pm)	N/A	£607.00	NEW FEE
Approved Venue Wedding & Civil Partnership Renewal of Vows Naming Ceremonies			
Monday - Thursday	£506.00	£556.00	£50.00
Friday	£606.00	£616.00	£10.00
Saturday	£656.00	£686.00	£30.00
Sunday/Bank Holidays	£796.00	£806.00	£10.00
Monday - Thursday (after 5pm)	£771.00	£771.00	£0.00
Friday (after 5pm)	£834.00	£834.00	£0.00
Saturday (after 5pm)	£897.00	£897.00	£0.00
Sunday/Bank Holidays (after 5pm)	£1,028.00	£1,028.00	£0.00
Fee for attendance at a religious building			
Fee for attendance at a religious building	£104.00	£104.00	£0.00
Fees for attendance at House bound or Detained			
Registrar attending a marriage at the residence of a housebound person	£98.00	£98.00	£0.00
Registrar attending a marriage at the residence of a detained person	£106.00	£106.00	£0.00
Superintendent attending the marriage of a housebound person	£101.00	£101.00	£0.00
Superintendent attending the marriage of a detained person	£113.00	£113.00	£0.00
Copy Certificates			
Copy certificate	£12.50	£12.50	£0.00
Priority service for copy certificate - 24 hours	£38.50	£38.50	£0.00
Copy certificate from historical records - administration fee	£5.00	£5.00	£0.00
While You Wait service for copy certificates - Price on application	£45.00	£48.50	£3.50
Search indexes (no more than 6 hours)	£20.00	£20.00	£0.00
Fees for Changes to Initial Registration			
Consideration of Space 17	£44.00	£44.00	£0.00
Consideration of Space 17 (On the day certificate issue Admin Fee)	£10.00	£10.00	£0.00
Consideration of Corrections by LRS	£83.00	£83.00	£0.00
Consideration of Corrections by GRO	£99.00	£99.00	£0.00
Cancellation & Booking Changes			
Non-refundable deposit per form 48 notice	£42.00	£42.00	£0.00
Non-refundable deposit per form 49 notice	£54.00	£54.00	£0.00
Non-refundable deposit for ceremony bookings	£150.00	£150.00	£0.00
Amendment administration fee for ceremony bookings	£40.00	£50.00	£10.00
Cancellation within one month	N/A	50% of the remaining fee (non-refundable booking fee non-inclusive)	NEW FEE
Postal Charges	At Cost	At Cost	

REGISTRATION OF BIRTHS, DEATHS & MARRIAGES Fees and Charges 2025/26

Fee Description	2024/2025 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
Citizenship Ceremony fees			
Individual citizenship ceremony (Monday - Thursday)	£150.00	£180.00	£30.00
Individual citizenship ceremony - Friday	£170.00	£180.00	£10.00
Individual citizenship ceremony - Saturday	£200.00	£210.00	£10.00
MARRIAGE LICENCES (including Civil partnership ceremonies)			
Marriage Licence 3 Years			
PART A - Application fee (Capacity up to 100 people)	£700.00	£700.00	£0.00
PART B - Ongoing costs (visits, enforcement etc)	£200.00	£200.00	£0.00
Application Total	£900.00	£900.00	£0.00
PART A - Application fee (Capacity between 101 - 200 people)	£900.00	£900.00	£0.00
PART B - Ongoing costs (visits, enforcement etc)	£200.00	£200.00	£0.00
Application Total	£1,100.00	£1,100.00	£0.00
PART A - Application fee (Capacity over 201 people)	£950.00	£950.00	£0.00
PART B - Ongoing costs (visits, enforcement etc)	£350.00	£350.00	£0.00
Application Total	£1,300.00	£1,300.00	£0.00
First Time Approved Venue Application - 1 Year Trial			
PART A - Application fee (Capacity up to 100 people)	£225.00	£225.00	£0.00
PART B - Ongoing costs (visits, enforcement etc)	£75.00	£75.00	£0.00
Application Total	£300.00	£300.00	£0.00
PART A - Application fee (Capacity between 101 - 200 people)	£281.25	£281.25	£0.00
PART B - Ongoing costs (visits, enforcement etc)	£93.75	£93.75	£0.00
Application Total	£375.00	£375.00	£0.00
PART A - Application fee (Capacity over 201 people)	£300.00	£300.00	£0.00
PART B - Ongoing costs (visits, enforcement etc)	£100.00	£100.00	£0.00
Application Total	£400.00	£400.00	£0.00
Religious premises who already hold religious marriage ceremonies to include civil partnership ceremonies			
PART A - Application fee	£263.00	£263.00	£0.00
PART B - Ongoing costs (visits, enforcement etc)	£52.00	£52.00	£0.00
Application Total	£315.00	£315.00	£0.00
Changes to Marriage Licences	£150.00	£150.00	£0.00

Equalities Impact Assessment – Council Tax

Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duty is a continuing legal duty and is not a duty to secure a particular outcome. Where appropriate the equalities impact will be revisited on each of the projects and/or savings proposals as they are developed. Consideration of the duty should precede the decision to implement them.

The statutory grounds of the public sector equality duty are found at Section 149 of the Equality Act 2010 and are as follows: 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.

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.

The steps involved in meeting the needs of Disabled persons that are different from the needs of persons who are not disabled include steps to take account of Disabled persons' impairment or long-term health condition.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- Tackle prejudice,
- Promote understanding.

Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

The relevant protected characteristics are:

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

In addition to the above, the Council also recognise those who are 'care experienced' as being a protected characteristic.

The Council must give due regard to its equalities duties, in particular with respect to general duties arising pursuant to Section 149 of the Equality Act 2010.

When making any decisions about growth, savings, and investment the Council must have due regard to the need to advance equality, in particular, to the need to remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.

An analysis of the proposal to increase Council Tax levels is detailed below.

Analysis of the impact of a Council Tax increase of 2.99% and applying the Adult Social Care precept of 2%.

The Council is obliged to set a balanced budget and council tax in accordance with the Local Government Finance Act 1992. For 2025/26, a balanced budget is proposed based on investment in services to mitigate continuing inflationary, demand and demographic pressures, with prioritisation being given to the most vulnerable groups, savings and strengthening financial resilience.

The Council proposes to apply the maximum increase assumed by central government in the Local Government Finance Settlement of 4.99%; of which 2.99% is core Council Tax and 2% is the social care precept.

This is in line with government assumptions on Core Spending Power for local authorities. The increase is estimated to generate an additional £4m of council tax in 2025/26, with the intention of using the additional resources to help balance the budget. By increasing Council Tax, the Council can prevent reductions in services to residents and in so doing can continue to mitigate against adverse impacts facing individual households.

A 2.99% increase in Council Tax is proposed and the application of a 2% adult social care precept. These increases are modelled by the government in their spending

power calculations for local government. This will take the average Band D Council Tax from £915.37 to £961.04.

The percentage increase will be applied to all bands of council tax, as required by law. This will impact on all residents who are eligible to pay Council Tax. The average increase in cost per week on a Band D property is £0.88p. Since Council Tax is applicable to all properties it is not considered that the increase targets any one group; rather it is an increase that is applied across the board. At the same time because the increase is applied to all properties it is not possible to exempt any group.

The impact of Council Tax can be mitigated through the Local Council Tax Support scheme and other exemptions and discounts.

Protected Characteristics

AGE

The age of the liable person is not recorded for council tax purposes, but as per the ONS Mid-year population estimates¹, there were 186,176 residents who live in the borough. Of those in the council's population in 2023, 73.5% were of working age (16-64), and 10.8% who are 65 and over.

Eligible pensioners receive support under the Local Council Tax Support scheme.

Pension age claimants () are protected by law from any amendments under a local scheme and therefore continuation of the scheme will have a neutral impact upon them. For couples, both members of the couple must be pensioners.

The minimum age for receiving Local Council Tax Support is linked to the minimum age for being liable for council tax (which is 18), so residents younger than this will not be affected.

DISABILITY

The current scheme provides a maximum CTS of up to 100% for claimants who are classified as falling into the protected category.

The following people are classed as protected under the current scheme:

- Entitled to a disability premium, severe disability premium, enhanced disability premium or carer premium when their award is calculated
- Entitled to a disabled earnings disregard, a Disabled person's reduction for Council Tax purposes, war disablement pension or war widow's pension
- Classified as a Care Leaver under the age of 25
- Lone parents with a child under five years of age.

1

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/bulletins/populationestimatesforenglandandwales/mid2023>

Those that currently fall into the protected category can receive up to 100% reduction in their council tax. Many of the customers who fall into the protected category under the council's CTS scheme will fall into the protected disability characteristic.

GENDER REASSIGNMENT

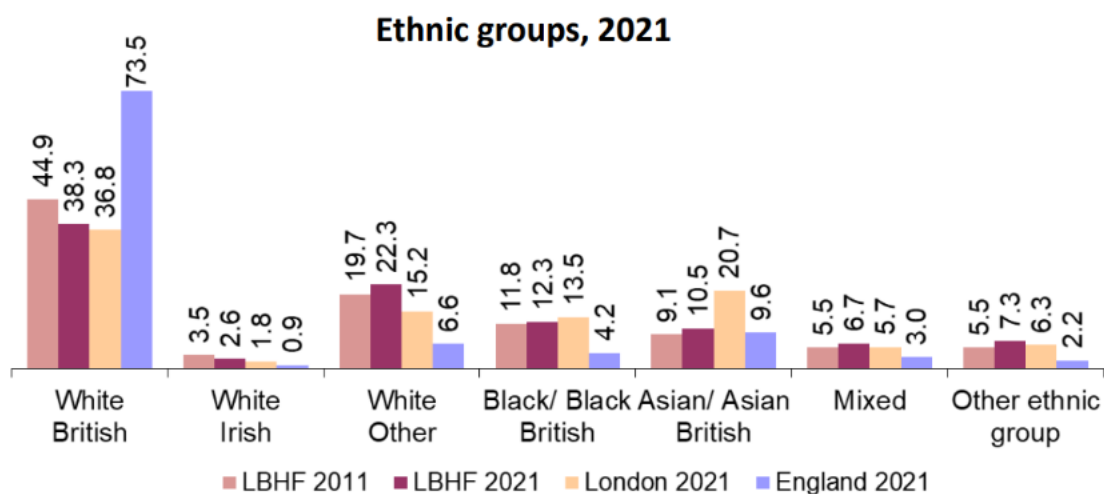
There is no Council Tax data on gender reassignment

PREGNANCY AND MATERNITY

Pregnancy or maternity status of the liable person is not recorded for council tax purposes. Those who are expectant or new parents may benefit from the protection of specific services for families, children and education that the proposed increase will deliver.

RACE

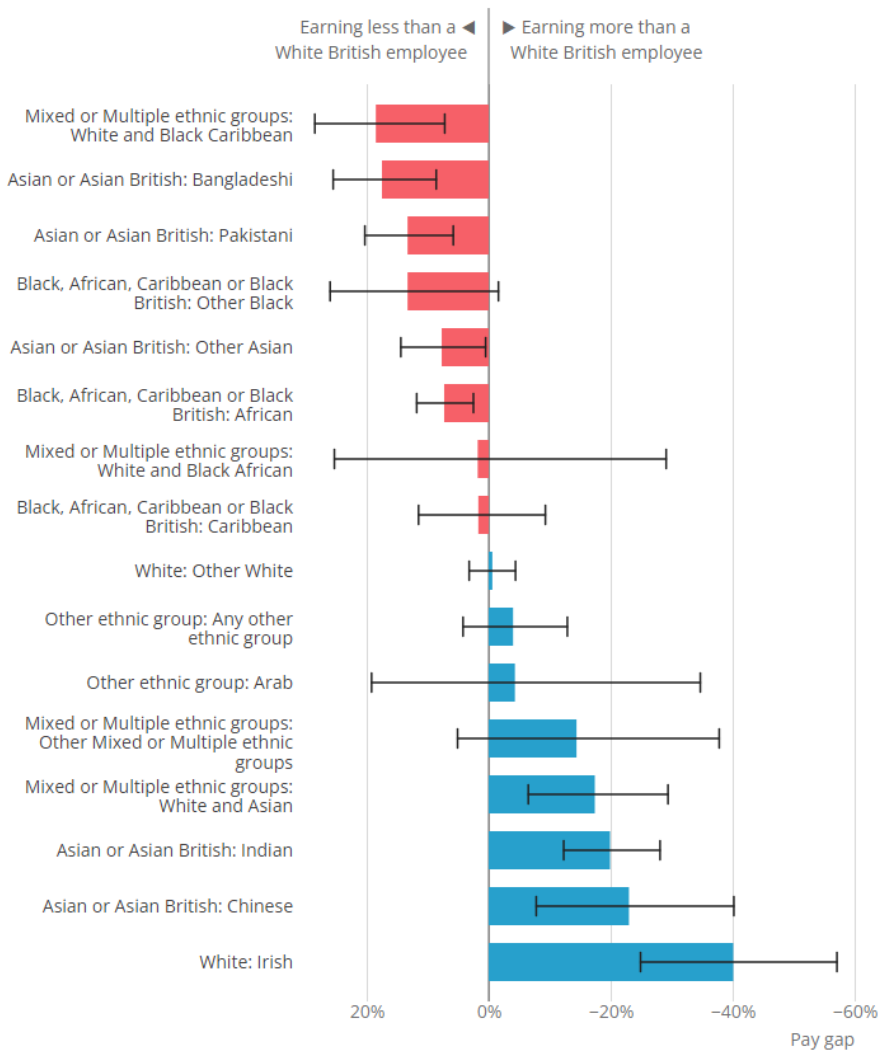
The council is an ethnically diverse place with 61.7% of residents identifying as "non-White British".



The race of the liable person is not recorded for council tax purposes, but there is no reason to believe that the increase will not negatively impact on any ethnic group disproportionately. Nationally according to the ONS, those from Bangladeshi and Pakistani backgrounds, as well as those from Black African and Caribbean backgrounds are more likely to earn less than those from a White British background.

Raw pay gaps, 18-category ethnicity, England and Wales, 2022

— 95% confidence interval



Source: Annual Population Survey from the Office for National Statistics

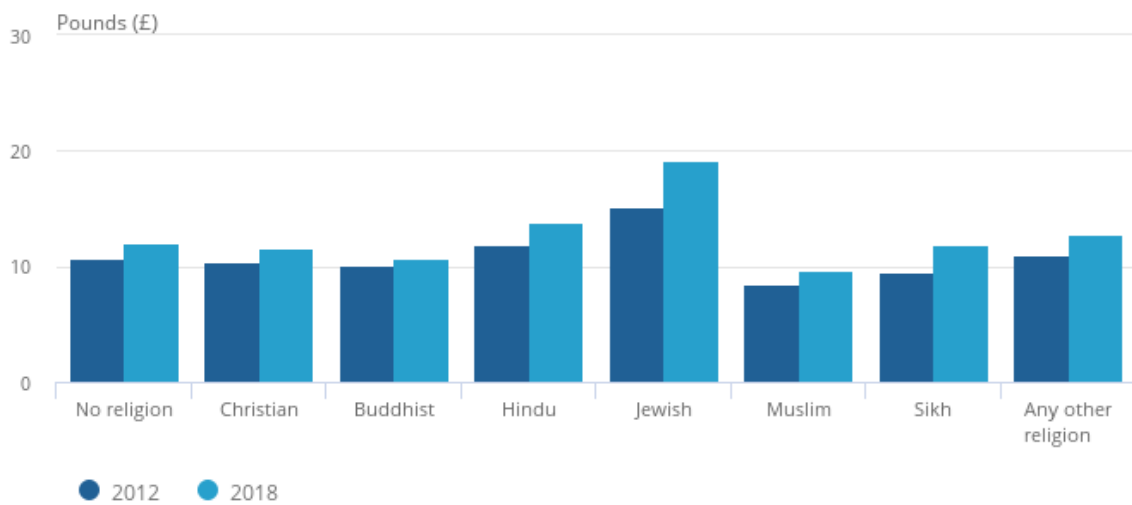
To mitigate the potential impact on those groups, those eligible for assistance for the council’s Council Tax Support Scheme which provides support with payments of council tax to low-income households in the borough. are encouraged to do so.

RELIGION OR BELIEF

The religion of the liable person is not recorded for council tax purposes, but there is no reason to believe that the increase will not negatively impact on any religious group disproportionately.

Nationally according to the ONS, those who identify themselves as being Muslim are likely to earn less than other religious affiliations and beliefs.

Median hourly pay of employees by religious affiliation, England and Wales, 2012 and 2018



Source: Office for National Statistics – Annual Population Survey

To mitigate the potential negative impact on those groups, those eligible for assistance for the council's Council Tax Support Scheme which provides support with payments of council tax to low-income households in the borough. are encouraged to do so.

SEX

Approximately 53.2% of the borough are females, with 46.8% recorded as male as per the mid-year census.

The sex of the liable person is not recorded for council tax purposes, but there is no reason to believe that the increase will impact either sex disproportionately.

Statistically according to the ONS, as at April 2024 the median pay for all employees was 13.1% less for women than for men and are more likely to work part-time or in lower-paid jobs. This means that an increase in council tax can disproportionately affect women, especially single mothers and elderly women living alone.

To mitigate the potential negative impact on those groups, those eligible for assistance for the council's Council Tax Support Scheme which provides support with payments of council tax to low-income households in the borough. are encouraged to do so.

SEXUAL ORIENTATION

The sexual orientation of the liable person is not recorded for council tax purposes, but there is no reason to believe that the increase will impact disproportionately.

MARRIAGE OR CIVIL PARTNER

The marital status of the liable person is not recorded for council tax purposes (except for those who are eligible for single person discounts), but there is no reason to believe that the increase will impact those who are married or in civil partnerships disproportionately.

Council Tax Exemptions and Discounts

Some properties are exempt, or qualify for a discount, from Council Tax. The different classes of exemptions/discounts are listed below.

Occupied Properties with only the following residents:

- a) full time students (they must complete an application form and return it to us with a council tax certificate from their place of study).
- b) severely mentally impaired people.
- c) a foreign diplomat who would normally have to pay Council Tax.
- d) people who are under 18.
- e) members of a visiting force who would normally have to pay Council Tax.
- f) elderly or disabled relatives of a family who live in the main property, in certain annexes and self-contained accommodation.

If there is only one other resident in the property who does not fall into one of the above categories, then the property will receive a 25% discount rather than be exempt. If there are more than two such residents, then the property will neither be exempt nor receive a discount.

Unoccupied properties

- g) owned by a charity are exempt for up to six months.
- h) empty due to resident receiving care in a hospital or home elsewhere.
- i) empty as resident has been sent to prison.
- j) empty as resident has moved to care for someone else.
- k) empty awaiting probate and for six months after probate is granted.
- l) has been repossessed.
- m) is the responsibility of a bankrupt's trustee.
- n) is waiting for a minister of religion to move in,
- o) empty by a student whose term-time address is elsewhere,
- p) empty because it is against the law to live there, including from 1st April 2007 where a planning condition prevents occupation.
- q) empty as it forms part of another property and may not be let separately.

Pitch or mooring

- r) that doesn't have a caravan or boat on it is also exempt.

Those who are care experienced up to the age of 25 are now exempt from having to pay Council Tax. As well as exemptions for in-house foster carers and special guardians. This is in addition to over 13,000 households who currently receiving Council Tax support in Hammersmith and Fulham.

Those who feel they are entitled to an exemption are encouraged to contact the Council and information on how to do that is provided by the Council when Council Tax Bills are issued. Support for people struggling with their Council Tax bill is also offered through advice centres.

The liability for Council Tax is summarised below:

Total dwellings in the borough	94,867	100%
Reductions:		
Exemptions (mainly students, includes care leavers and vacant properties)	(3,257)	(3%)
Council Tax support claimants (elderly & working age on low income, including those with other discounts)	(13,080)	(14%)
Discounts only (primarily single person discount 25%)	(21,135)	(22%)
Dwellings liable for 100% of Council Tax	57,395	61%

People Department Growth and Savings Proposals

Children's Services Growth Proposals 2025/26

Travel Care and Support Demand - £519,000

Officers have assessed that the proposed budget growth will have a positive impact on groups that share protected characteristics and in particular age and disability, as children and young people are already receiving provision, and this will continue to be provided. Approved growth will allow the Council to continue to respond to growing demands and meet its obligations under published travel care policies.

Early Intervention Family Hubs - £173,000

Officers have assessed that the proposed budget growth will have a positive impact on groups that share protected characteristics, making it simpler for families to access a wide range of council services. The hubs will allow the council and its partners to support all children and young people from pre-birth to adulthood, and their families, through earlier intervention. Family Hubs act as a single point of access to help families navigate and receive the support they need when they need it.

Investment in Attendance Services - £243,000

It is expected that this proposal will have a neutral impact on residents with protected characteristics. Investment in statutory responsibilities to work with school partners to remove barriers to good attendance recognising attending schools is a protective factor for children and young people.

Investment in Front Line Social Work - £458,000

It is expected that this proposal will have a neutral impact on residents with protected characteristics. Whilst the proposal seeks to review the operating model and skills mix, it is not expected that any changes will negatively impact the provision and services available for children and young people. Whilst it may result in a change in worker for a small number of young people and families this is common within business as usual with well-developed processes and controls in place to mitigate the impact on children and young people. Any disruption will be short term. An Equality Impact Assessment will be undertaken as part of any restructure process to ascertain any potential impact on staff.

Children's Services Saving Proposals 2025/26

In-borough High Support Placements - £217,000

It is expected that these proposals will continue to have a continued positive impact on groups that share protected characteristics as there will be no change to

placements for children and young people because of savings identified. This proposal will particularly impact on young people who are currently looked after or leaving the care system, and young people at risk of homelessness, by providing them with a supportive home whilst they build the skills required to move on into independence.

Supporting post 19 care leavers to independence (from 2026/27) - £96,000

It is expected that this proposal will continue to have a continued positive impact on groups that share protected characteristics. There is a clear pathway to independence, providing young people with substantial support including key worker, social care, and housing support. Young people will only be moved to independence when deemed appropriate and will require approval at Housing Panel which considers young people's individual needs. This is because additional floating support will be provided to post 19 care leavers to ensure that their transition into the Housing pathway is successful and to encourage independence.

Expansion of Semi-Independent Living (SIL) places - £310,000

It is expected that these proposals will have a positive impact on groups who share protected characteristics as there will be no change to placements for children and young people because of savings identified. This proposal will particularly impact on young people who are currently looked after or leaving the care system, and young people at risk of homelessness, by providing them with a supportive home whilst they build the skills required to move on into independence. We will expect provision to be tailored to meet needs, for example by having female-only spaces and creating LGBTQ-friendly provision.

Supporting Families to Stay Together and Preventing Family Breakdown - £310,000

It is expected that these proposals will have a positive impact on those with protected characteristics as there will be no negative impact/change to placements for children and young people because of savings identified. This proposal will provide intensive support for families and young people to reduce conflict or avoid family breakdown, enabling families to build resilience. Support will be tailored to the individual needs of the young people and their families. Support arrangements will be planned in conjunction with other work being carried out with families and acts as a part of a package of support offered to the family.

Shared Service Staffing Efficiencies - £116,000

It is expected that this proposal will have a neutral impact on residents with protected characteristics. Whilst the proposal seeks to review the operating model and skills mix, it is not expected that any changes will negatively impact the provision and services available for children and young people.

The investment may result in a change in worker for a small number of young people and families this is common within business as usual with well-developed processes and controls in place to mitigate the impact on children and young people. Any disruption will be short term. An Equality Impact Assessment will be undertaken as part of any restructure process to ascertain any potential impact on staff.

Travel Care and Support (Bus contract and Travel Training) - £200,000

Officers have assessed that the proposed savings will have a positive impact on protected groups and in particular age and disability, as creative alternatives to travel care such as the phased transfer of travel training and efficiencies in casework planning will promote independence, aligned to a key priority within our SEND strategy to promote successful preparation for adulthood.

Social Care Savings Proposals

Review care costs with NHS Continuing Health Criteria (CHC) as people with very high needs are discharged from hospital – savings proposal of £0.100m

This proposal has a **positive** impact on our residents that share protected characteristics as CHC can apply to any resident across health and social care. It also allows eligible residents to receive the care and support they require from the NHS without charge.

Focus on prevention to further promote independent living including promotion of services and support provided in the local area by the voluntary and community sector - savings proposal of £0.300m

This proposal has a **positive** impact for those with shared protected characteristics as the service re-design aims to promote independent living through improving the process of signposting residents to the range of services and support provided in the local area by the voluntary and community sector. ASC provides a level of support to residents through welfare checks and through links to a range of support available locally through volunteers and the wider voluntary and community sector.

Further increased take-up of Direct Payments to improve choice and control for residents – savings proposal of £0.200m

This proposal has a **positive** impact on groups that share protected characteristics and in particular Disabled people as Direct Payments (DP's) are key enablers for Independent Living giving people choice and control over how they meet their assessed needs. The approach to DPs in Hammersmith and Fulham has been co-produced with residents in line with recommendations of the Disabled People's Commission (2017) and an independent review of DPs in Hammersmith and Fulham (2018).

Increasing choice and flexibility to access meals – savings proposal of £0.050m

In line with our choice and control principles, residents are choosing to order online or make other independent meals arrangements. This change in resident activity enables the delivery of this saving. This proposal has a **neutral** impact on groups that share protected characteristics

Social Care Investment Proposals**Adults Care Packages - Baseline budget pressures in Residential & Nursing Placements and in Supported Living Accommodation with the full year effect in 2024/25 of all residents receiving care services and supporting the care market – investment proposal of £2.8m**

The Adult Social Care (ASC) budget is under severe pressure due to (a) an ageing population with an increased acuity of care needs (b) the increasingly complex needs of Disabled residents with learning difficulties (including young people reaching adulthood, (c) increasing number of residents with higher acuity needs being discharged from hospital and being supported by the community, (d) the increased demand on services and support from residents with mental health issues. This proposed funding will have a **positive** impact for residents requiring assessed needs with physical support, learning difficulties, and mental health needs as there is additional funding to partly meet the new care needs in Residential & Nursing care homes, and Supported Living Accommodation.

Some of the proposed growth will be to support the Social Care Market from April 2025 on the additional cost impact of the increases in the London Living wages, Employers National Insurance contributions and business operational costs.

Place Department Investment and Growth Proposals

Continued investment in prevention of Violence Against Women & Girls - £250,000

This additional ongoing investment will enhance the support provided to victims, and those at risk of becoming victims, of violent crime (particularly women and girls), and the prevention of this type of crime. The service is specifically designed to be inclusive of all women, including transgender women, and non-binary individuals. It therefore has a positive impact on groups that share protected characteristics (and particularly on age, sex and gender reassignment).

Continued investment in the Law Enforcement and Gangs teams - £3.075m

This additional ongoing investment will ensure the continuation of the Law Enforcement and Gangs teams, whose purpose is to improve safety and the feeling of safety and prevent crime across the borough. Although the Law Enforcement Team is a universal service, there to protect all residents, businesses and visitors to the borough, it is believed that this additional ongoing investment has a positive impact on groups that share protected characteristics. Particularly those groups that are at greater risk of becoming victims of crime (such as women and girls) or those that are disproportionately disadvantaged by obstructions on the highway (such as those with mobility issues). The continued investment in the Gangs team is also believed to have a positive impact on those with protected characteristics, such as age, given the focussed work the service does with children and young people.

Align waste contract budget with service provision - £1.8m

This additional investment in the waste collection and street cleansing service is believed to have a neutral impact on those with protected characteristics as it is a universal service from which all residents benefit.

Additional investment in Climate Change projects and activities - £120,000

This additional investment may have a positive impact for certain protected groups. For example, older people with poor health are more at risk of being adversely affected by the impact of climate change and poor air quality.

Enhanced maintenance of bookable sports facilities to improve standards - £60,000

This additional investment in sports facilities is believed to have a neutral impact on those with protected characteristics as it is a bookable service that is available to everyone. It will have a positive impact on Disabled people where any works improve accessibility (although works required to improve health and safety, including accessibility issues, are already prioritised within the service).

Additional investment in Upstream London Industrial Strategy - £250,000

This additional one off investment may have a positive impact for certain protected groups. For example, age, race and sex, as it could enable improved employment opportunities in industries that might be typically underrepresented by young or older people, women, or people from multiethnic backgrounds.

Reversal of prior year one off growth - specialist expertise to support development of the Industrial Strategy - £25,000 budget reduction

There is no service impact as a result of this budget change, which therefore has a neutral impact on groups with protected characteristics.

Place Department Savings Proposals

Enhanced specialist enforcement of environmental street scene crime - £150,000

The purpose of this specialist service is to improve street cleanliness and reduce health and safety risks relating to environmental street crime (such as fly tipping, littering and obstructions on the public highway). Although this is a universal service, there to protect all residents, businesses and visitors to the borough, it is believed that this has a positive impact on groups that share protected characteristics. Particularly those groups that are disproportionately disadvantaged from obstructions on the highway (such as those with mobility issues). An equalities impact assessment will be undertaken as part of the options appraisal and decision process.

Additional external income for CCTV - £30,000

This budgetary saving is to be delivered through new external funding, with no impact on the current service delivery model. It is believed that this proposal has a neutral impact on groups that share protected characteristics as there are no planned service changes, and this service is provided to all residents, businesses and visitors.

Waste disposal - targeted shift from general waste to recycling - £300,000

This budgetary saving is to be delivered through a sustained reduction in overall waste disposal tonnages, along with a targeted shift from general waste to recycling. It is believed that this proposal has a neutral impact on groups that share protected characteristics as the Council collects waste and recycling from every household in the borough.

Introduce time banded commercial waste collections - £50,000

The introduction of time banded commercial waste collections is believed to have a positive impact on Disabled groups, as it should restrict the number of obstructions (waste presented for collection) on the highway to a reduced number of occurrences, making it easier for those with mobility issues to move around the borough more safely.

Review fees and charges - £500,000

This budgetary saving is to be delivered through a review of fees and charges to ensure at least full cost recovery. It is believed that this proposal has a neutral impact on groups that share protected characteristics, as all customers are charged equally based on the goods/services purchased, apart from registered charities and community groups who receive discounts in some areas.

Review street lighting asset inventory - £150,000

This budgetary saving is to be delivered by ensuring improved efficiency in street lighting energy payments (ensuring that payments are aligned to the existing number and type of streetlights). This will not impact service provision, and therefore is believed to have a neutral impact on those with protected characteristics. Although not directly as a result of this saving, street lighting is an effective aid in designing out crime, and so has a positive impact on those that are at greater risk of becoming victims of crime (such as women and girls and older people).

Additional income from highways assets - £200,000

This budgetary saving is to be delivered through securing new external income from contractors that make use of the Council's highway assets (such as electric vehicle charging points, and attachments to lamp columns). It is believed that this has a neutral impact on groups that share protected characteristics.

Enforcement of Advertising board licences - £50,000

Unlicensed advertising boards positioned on the public highway can cause obstruction and present health and safety risks. Enhanced enforcement and regulation of their use is expected to have a positive impact on Disabled people, particularly those with mobility issues, who may be disproportionately disadvantaged by obstructions on the public highway.

Additional sports bookings income from enhanced facilities - £100,000

It is expected that there will be increased income generating potential following the major refurbishment and upgrade of Linford Christie Stadium and the enhanced maintenance of bookable sports facilities across the borough. It is expected that this income will be generated through a combination of increased usage and a review of fees and charges. It is believed that this has a neutral impact on groups that share protected characteristics, as these facilities are available to all, and all users are charged equally according to an agreed schedule of charges.

Review sports bookings discounts - £50,000

The removal of existing sports bookings discounts (for those users who are members of other sporting bodies) will regularise charges for all users. It is believed that this has a neutral impact on groups that share protected characteristics.

Review sports bookings administration - £50,000

This is a back office saving and will not affect front line service delivery. As such, it is believed that this proposal has a neutral impact on groups that share protected characteristics.

Review Home Library Service - £64,000

It is proposed to review the current operational arrangements for this service so that it can be provided in a more efficient way. This service is currently delivered to a relatively small number of users, the majority of whom have mobility or other health issues which make it difficult for them to visit a library. An equalities impact assessment will be undertaken as part of the options appraisal and decision process.

Café franchise in libraries - £20,000

This saving is to be delivered through securing new external income from the provision of a new café franchise in libraries. Libraries already provide an accessible, warm, safe and sociable space for users which will be further enhanced by the introduction of a café franchise. It is believed that this proposal has a positive impact on those with protected characteristics, particularly based on age and disability as well those who might be socially isolated.

Non-domestic property portfolio master plan - £100,000

This saving is expected to have a neutral impact on groups with protected characteristics as it relates to making the Council's non-domestic property portfolio more efficient. Any specific proposals to change the existing use or tenancy arrangements of currently occupied buildings will consider an equalities impact assessment as part of the proposal and decision.

Review discretionary Planning charges - £175,000

This budgetary saving is to be delivered through a review of discretionary Planning fees and charges to ensure at least full cost recovery. It is believed that this proposal has a neutral impact on groups that share protected characteristics, as all customers are charged equally based on the services purchased.

Homebuy matching and marketing service - £75,000

This budgetary saving is to be delivered through the introduction of a fees for the Homebuy service, to ensure at least full cost recovery. It is believed that this proposal has a neutral impact on groups that share protected characteristics, as all customers are charged equally based on the services purchased.

Housing Solutions Investment and Growth Proposals

Increase in Temporary Accommodation Households in more expensive accommodation - £1.2m

An increase in the use of more Bed and Breakfast (B&B) and B&B annexes as Temporary Accommodation (TA) for homeless households at more costly rates combined with constraints in the supply of private sector leased (PSL) accommodation is resulting in additional costs for the Council's Temporary Accommodation service.

It is expected that this proposal will have a positive impact on groups that share protected characteristics as the budget growth will fund the increasing cost of homelessness within the borough and assist in having a positive impact on the cohort. The budget growth will enable the Council to meet the increased cost of providing temporary accommodation for homeless households. A mitigation strategy is in place to ensure homeless households that the Council has a duty towards are placed into suitable but affordable accommodation. This is being achieved through measures including improved procurement of lower cost temporary accommodation and supplementing the supply of properties by discharging the Council's main housing duty into the private rented sector.

Finance and Corporate Services Investment and Growth Proposals

Increase in insurance premiums budget - £425,000

This additional ongoing investment is required to ensure the insurance premiums budget is sufficient to match current expenditure. There have been significant cost increases across the sector in recent years and this investment will address the current pressure being reported. There is no change to the current provision so the proposal will not impact any of the groups that share protected characteristics.

Enhancing corporate and resident anti-fraud measures through the Digital Inclusion Strategy - £124,000

Ongoing investment is required to implement the Digital Inclusion Strategy for the borough. The Strategy vision is for Hammersmith and Fulham to be a more digitally inclusive borough by 2025 (aligned with the Greater London Authority); a place where residents have access to the digital skills, devices and support they need to achieve their aspirations. The proposal is for a digital inclusion programme manager and resource budget to be allocated to ensure the ambitions set out in the strategy are delivered. There are no direct negative equality implications for groups who share protected characteristics, under the Equality Act 2010. The implementation of the strategy Individual actions as part of the digital inclusion programme will be evaluated appropriately to ascertain any potential negative impact on groups that share protected characteristics and mitigating action to address potential digital exclusion to some groups in particular, age, disability and socio-economic factors prior to delivery, however the overall impact on equalities is expected to be positive.

Finance and Corporate Services Savings Proposals

Local Support Payments - bringing the service in-house and reducing administration costs - £150,000

The proposal is based on the reduction of administration costs in delivering the Local Support Payments scheme by bringing it in-house. Legal implications of bringing the service in-house are currently being investigated. This cannot currently be confirmed and if this is not achievable the budget will need to be supplemented by the Household Support Fund (HSF). This proposal will have a neutral impact on groups that share protected characteristics as the mitigation proposed will ensure that the value of awards are maintained. There is a dependency on HSF round 7 to achieve this.

Digital Advertising - £100,000

An increase in the income target budget for digital advertising based on increasing the rental income in line with contracted annual inflation based increases. There is no change to the current provision so the proposal will not impact any of the groups that share protected characteristics.

Increase in increase in income budgets from a review of Registrars fees and charges - £100,000

An annual review provides Registrars with an opportunity to benchmark against other register offices (particularly those in neighbouring boroughs). This allows the Council to remain competitive and responsive to trends, introduce innovative ideas and create additional streams of income. The proposal to review and benchmark fees and charges annually will not negatively impact groups that share protected characteristics. An Equality Analysis will be undertaken as part of the process to move from paper-based system to electronic registration to consider the potential impacts on groups that share protected characteristics, including socioeconomic factors.

Removal of two vacant Community Engagement posts - £80,000

Removal of two vacant posts in the existing Community Engagement team. This team has three posts in total but has been dormant since COVID. The proposal involves recruiting to one of the posts and removing the other two. A portion of the total saving made will be used to address existing budget shortfalls in the wider Communications team leaving £80,000 to be taken as an MTFs saving. The posts are currently vacant and have not been filled since their creation. However, the proposal will impact the opportunity to improve service provision of Community Engagement from the corporate centre, and impact groups that share protected characteristics. It should be noted that community engagement work is carried out by officers throughout the Council for their respective departments and campaigns.

Reduction in mobile phone contract costs - £80,000

A reduction in contract cost allows for mobile phone budgets across the Council to be reduced in line with reduced charges. There is no impact on services and therefore no impact on groups that share protected characteristics.

Council Wide Savings Proposals

Corporate redesign - £750,000

The Corporate Redesign has reduced the Council from 6 to 3 departments, each of which is led by a director. A £250k saving was planned in 2024/25 and the further £750k is planned to be delivered in 2025/26 from a review of Chief Officer posts in People, Place, and Finance & Corporate Services. It is anticipated that there will be a reduction in posts and there will be redundancies arising from the proposal. Staff consultations will take place and full EIAs will take place as plans are developed.

APPENDIX G - 2025/26 RESERVES STRATEGY AND FORECAST

Summary

The reserves strategy acknowledges the challenges facing the Council and the need to ensure financial resilience is built into its medium term financial planning. It is supported by an action plan that proposes measures which improve the medium-term outlook.

Hammersmith & Fulham will carry forward a budgeted general balance of £21.6m and estimated earmarked reserves of £73.5m at the start of 2025/26. Based on the most recent comparative data (the start of 2023/24) the Council’s reserves are slightly above average, as a percentage of net revenue expenditure, for a London Borough. After considering future commitments, ear marked reserves are expected to reduce by 22% over the next four years.

The Council is already committed to use reserves to fund several major initiatives and priorities. These include the Civic Campus, our device refresh and Windows 11 upgrade programme (‘Tectonic 2), homelessness and rough sleeping prevention, regeneration schemes, and the Dedicated Schools Grant “Safety Valve” agreement. It also faces significant current and future financial pressures and risks and potential costs of future service improvements. The Council receives a good level of contributions from s106 and CIL agreements. These are subject to a separate monitoring process.

Detailed analysis

1. Reserves play a crucial role in good public financial management. They enable investment in service transformation and provide resilience against unexpected events or emergent needs. As one-off resources they can only be spent once.
2. Hammersmith & Fulham holds reserves for two main purposes:
 - As a contingency to cushion the impact of unexpected events or emergencies – this forms part of general balances. The lack of an appropriate safety net has resulted in several councils, including Thurrock, Slough, Bexley, Croydon and Northamptonshire, running into financial difficulties.
 - To build up funds for known or predicted requirements; these specific reserves are known as earmarked reserves.
3. For 2024/25 Hammersmith and Fulham carried forward General Fund reserves and balances of £117.4m. Forecast balances to 2028/29 is set out below in Table 1.

Table 1 – The general balance and earmarked reserves 2024/25 to 2028/29 forecast

	April	April	April	April	April
	2024	2025	2026	2027	2028
	£m	£m	£m	£m	£m
General balances (recommended range £19m - £23m)	21.6	21.6	21.6	21.6	21.6

Earmarked reserves	95.7	73.5	69.2	68.4	70.0
Sub Total	117.4	95.1	90.9	90.0	91.6
Developer contributions (Subject to separate monitoring and approval)	65.5				

4. The reserves include, in line with accounting practice, £65.5m relating to developer contributions. The use, and monitoring of such contributions, is subject to a separate approval and monitoring process which ensure the conditions within the relevant s106 legal agreements and Community Infrastructure Levy requirements are met.
5. A comparison between Hammersmith & Fulham and the London borough average, based on the most recent data (the start of 2023/24), is set out in Table 2. The final row of the table (General Fund and non-schools earmarked general fund reserves as a percentage of service revenue expenditure) is the more illuminating, as it takes into account the Council's smaller size compared to most other London boroughs.

Table 2 – Comparison to other London Boroughs as of 31 March 2023

Measure	Hammersmith & Fulham	Average for London Boroughs	Ranking relative to another London Boroughs (/32)
Total general fund and non-schools earmarked general fund reserves	£121.1m	£141.5m	15
General fund and non-schools earmarked general fund reserves as a percentage of gross service revenue expenditure (%)	19.3%	58%	12

6. The Council has put in place a reserves strategy to ensure effective oversight regarding the level and use of reserves and has established an action plan to maintain reserves at an appropriate level.

RESERVES STRATEGY

7. The Council's reserves strategy is based on the following key principles:
 - General Balances are reviewed annually as part of the Council Tax and Budget report.
 - Those reserves no longer required for their intended purpose are identified and made available for other defined priorities.
 - The level of reserves and forecast should be re-assessed every 6 months to ensure their adequacy.

- The risk assumptions to be reviewed every 6 months. A detailed analysis of risk assumptions is attached in **Appendix 1**.
- A long-term view will be used when assessing the use of reserves to ensure that existing commitments and agreed priorities can be delivered.
- Being 'ruthlessly financial efficient' will underpin any request for use of reserves. Internal bids for one-off funding will be peer challenged, and clear business cases presented so that using reserves is agreed in exceptional cases. The 'one-off nature' and funding solution/ outcome will be rigorously assessed during the funding term and at the end of life. Use of reserves will only be progressed once agreed with the Executive Director of Finance and Corporate Services, the Chief Executive and the Cabinet Member for Finance and Reform.
- Reserves can only be used once, and the required future service transformation is significant given the expected future financial challenges. In accordance with proper accounting practice, and subject to affordability, the draw down from reserves will be minimised through consideration of government provisions for the flexible use of capital receipts, securing an appropriate contribution from partners and non-General Fund services, revenue contributions and regular balance sheet review.
- When the Council is in receipt of one-off and non-recurrent resources it should aim to utilise them to replenish and top-up reserves.
- The reserves strategy is supported by an action plan, that is updated regularly, that aims to ensure the adequacy of reserves over the medium-term.

Planned use of reserves

General balances

8. Under Section 25 of the Local Government Act 2003, the Executive Director of Finance and Corporate Services is required to include, in budget reports, views on the adequacy of Council's balances and reserves.
9. General balances cover unforeseen financial risks and provide cover for unexpected or unavoidable additional costs. 2024/25 Budget Council agreed that the medium-term recommended range for general balances is between £19m and £23m. For 2025/26 the budgeted general balance is £21.6m.
10. Whilst use of the general balance can be part of a plan to ease future budget reductions, and to allow longer term savings to come to fruition, it is not a prudent use to draw down from the general balance with no clear plan on how any future budget gap will be bridged. Should general balances be anticipated to fall below the recommended range then concerns may arise regarding the Council's financial resilience and sustainability.

Earmarked reserves

11. Earmarked reserves are held for several purposes:
 - sums set aside for major schemes, such as the decant from the Town Hall as part of the Civic Campus programme.
 - insurance reserves
 - service transformation
 - to meet one-off pressures

- unspent revenue grants, held for specific purposes.

12. A detailed list of the Council's earmarked reserves and their purpose is attached in **Appendix 2**. As set out in **Table 3**, the level of General Fund earmarked reserves carried forward at the start of 2024/25 was **£95.7m**. In accordance with the reserves strategy the intended purpose, and level of such reserves has been reviewed. The proposed balances carried forward after in year contributions and commitments are £73.5m.

Table 3 - Earmarked Reserves Opening Balance 2024/26 and Proposed Closing Balance After Commitments and Contributions (as at Month 6 2024/25)

	Opening Balance 1st April 2024	Forecast Movement	Forecast Closing Balance 31st March 2025
Ear Marked Reserves	£m	£m	£m
Corporate Demands and Pressures	(29.2)	6.5	(22.7)
Insurance Fund	(4.5)	0.0	(4.5)
Inflation Risk	(4.8)	0.0	(4.8)
Civic Campus	(8.4)	8.4	0.0
Digital	(6.7)	4.3	(2.4)
Invest to save	(3.4)	(0.1)	(3.5)
Parking	(2.9)	(0.5)	(3.4)
DSG	(14.6)	(2.3)	(17.0)
Unallocated Contingency	(1.5)	0.4	(1.2)
Pre-Development Costs	(5.0)	0.0	(5.0)
Planning Reserve	(1.7)	0.8	(1.0)
Other Service Reserves	(6.4)	2.3	(4.1)
Other Corporate Reserves	(6.7)	2.6	(4.1)
Sub Total General Fund Ear-Marked Reserves	(95.7)	22.2	(73.5)

13. An earmarked reserve of **£14.6m** is held regarding the cumulative Dedicated Schools Grant (DSG) high needs deficit. The deficit is expected to reduce further in future years following the Council securing additional government funding and continuing to manage its DSG recovery plan. As the deficit reduces as grant is received, resources will be freed up for transfer to the corporate demands and pressures reserve.
14. **Appendix 3** summarises the current forecast drawdowns from, and planned contributions to, earmarked reserves. The major commitments include:
- £8.4m regarding investment in Civic Campus
 - £5.1m regarding Tectonic 2 and system implementations
 - £1.1m provision for corporate property expenditure, including dilapidation costs, fostering extensions and development feasibility studies.
 - £0.2m provision for Early Year's Inclusion Team
 - £0.5m provision for Children's High Needs block

- £1.7m provision for costs related to Hammersmith Bridge
- Further investment to undertake an area-based prototypes for an **alternative waste collection scheme** and for contract procurement of a new waste, recycling and street cleansing contract. Prototype collection schemes relating to, for example, separate food waste collection and wheeled bin containers need to be carried out to inform the Council’s requirements for the services going forward. In Hammersmith & Fulham a 1% shift from general waste to recycling equates to a saving of approximately £70,000 per year in waste disposal fees.
- £3.3m Parking Reserve – The current capital programme assumes the reserve will be fully released by 2026/27 for the Clean Air Neighbourhoods Programme.

Reserves adequacy and future risk / priorities

15. A detailed analysis of the budget assumptions and management assessment of the impact on the financial position is set out in **Appendix 1**. The reserves cashflow forecast detailed in **Appendix 3** is for financial modelling purposes and significant uncertainty remains regarding the timing of expenditure and income flows. The forecast excludes any movement in developer contributions.

Table 5 – Cash flow (general balances, earmarked and restricted reserves)

	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Opening balance	(117.4)	(95.1)	(90.9)	(90.0)
Forecast movement	22.3	4.2	0.9	(1.6)
Closing balance	(95.1)	(90.9)	(90.0)	(91.6)
Developer contributions	65.5			

16. The Council faces several potential risks whilst indicative plans for further service transformation highlight possible further calls on reserves. Such risks include:
- Discussions are on-going regarding the future of Hammersmith Bridge and the Council is incurring revenue and capital costs at risk until government funding is confirmed.
 - An upturn in inflation and the cost-of-living crisis.
 - Cuts to government funding and the impact on London of the ‘levelling-up’ agenda
 - The impact of, and tackling, climate change
 - Any write-off of pre-development costs should it not be possible to take forward planned capital schemes - the updated reserves strategy incorporates an earmarked reserve of £5m as mitigation against this risk.
17. **The future risks forecast highlights that action continues to be required to ensure that reserves remain adequate over the medium-term.** The current action plan is set out in Table 6.

Table 6 – Reserves action plan

Action
Relocate back to the new Civic Campus at the earliest opportunity and capitalisation of appropriate programme costs.
Manage in-year council spend within budget to enable additional contributions to reserves.
Prepare and consider a programme of asset disposals to deliver capital receipts to fund invest to save and IT investment costs through the flexible use of capital receipts. £4.3m of receipts are earmarked within the capital programme mainly for REAP.
Review of future requests to use reserves, such as the Resident Experience and Access Programme, to identify potential use of capital receipts.
Ensure all Council budgets (such as the Housing Revenue Account/ Pension Fund) and partners pay a fair share of costs falling on reserves. The actions taken to date include an HRA contribution to the Civic Campus.
Release the Dedicated Schools Grant (DSG) support reserve in line with the DSG recovery plan
Review external funding opportunities and developer contributions.
Assess the IT funding requirement over the medium-term.
Review of the balance sheet and existing commitments against all reserves that are held on a twice-yearly basis, including those that are restricted, to ensure they are required for their intended purpose. Actions taken included above.
Consider additional contributions to reserves as part of annual revenue budget setting process.

Appendices

Appendix 1 - Budget Assumptions and Risk

Appendix 2 - Earmarked Reserves Description

Appendix 3 - General Fund reserves forecast to 31st March 2028

Appendix 1 - Budget assumptions and Risk

The Codes of Audit Practice in England, Wales, Scotland and Northern Ireland make it clear that it is the responsibility of the audited body to identify and address its operational and financial risks, and to develop and implement proper arrangements to manage them, including adequate and effective systems of internal control. The financial risks should be assessed in the context of the authority's overall approach to risk management.

Budget Assumptions and Management Assessment of Impact on Financial Position

Budget Assumption	Adequacy of Reserve
<p>The treatment of inflation and interest rates</p>	<p><i>The overall financial position of the authority (level of borrowing, debt outstanding, Council Tax collection rates etc).</i></p> <p><i>Rises in the prices of some commodities, Eg fuel and energy, highlight the relevance of using several inflation rates in the budget and financial strategy, and considering whether general reserves are adequate to deal with unexpected increases.</i></p> <p><i>Volatility in the financial markets also points to the need to consider investment and borrowing risks and their impact on income.</i></p> <p>The value of risk is the impact of a 1% increase in inflation on the forecast for contract inflation.</p> <p>The inflation reserve balance of £4.8m is adequate to meet this pressure in the short term.</p>
<p>Estimates of the level and timing of capital receipts</p>	<p><i>The authority's track record in budget and financial management including the robustness of the medium-term plans.</i></p> <p><i>Authorities will also need to consider changes in the property market and adjust estimates and assumptions for reserves accordingly.</i></p> <p>There is currently a nil future forecast for General Fund receipts.</p> <p>Dispensation for flexible use of capital receipts has been extended to FY 2029/30 which gives greater flexibility for medium term planning</p>

	<p>Any use of short term borrowing would incur a revenue cost of borrowing (Minimum Revenue Provision) plus interest payments. An estimate is factored into the MTFS.</p>
<p>The treatment of demand led pressures</p>	<p><i>The authority's capacity to manage in-year budget pressures, and its strategy for managing both demand and service delivery in the longer term.</i></p> <p>The Council holds an earmarked Corporate Demands and Pressures reserve, current balance of £29.2m to mitigate for fluctuations in demand.</p>
<p>The treatment of planned efficiency/savings/productivity gains</p>	<p><i>The strength of the financial information and reporting arrangements.</i> <i>The authority should also be able to activate contingency plans should the reporting arrangements identify that planned savings or gains will either not be achieved or be delayed.</i></p> <p>In year savings plans of £5.1m are assumed in the 2025/26 budget.</p> <p>If 50% of the target became unachievable, the shortfall could be met by the Corporate Demands and Pressure reserve in the short term.</p>
<p>The financial risks inherent in any significant new funding partnerships, major outsourcing arrangements or major capital developments</p>	<p><i>The authority's virement and end of year procedures in relation to budget under/overspends at authority and department/directorate level.</i></p> <p><i>Risk management measures in relation to partnerships, including consideration of risk allocation.</i></p> <p><i>Contract provisions designed to safeguard the authority's position in the event of problems arising from outsourcing arrangements.</i></p> <p><i>Reserves may also need to be established to manage commercial risks where authorities have invested in commercial properties.</i></p> <p>Civic Campus – risks around profit share. If this forecast decreased by 10%, this would reduce the forecast level of reserves.</p> <p>£5m is set aside in the Pre-Development reserve to mitigate against risks within capital strategy and initiatives.</p>

<p>The availability of reserves, government grants and other funds to deal with major contingencies and the adequacy of provisions</p>	<p><i>The adequacy of the authority's insurance arrangements to cover major unforeseen risks.</i></p> <p><i>When considering insurance cover, the structure of the cover as well as the overall level of risk should be considered. Risk assessments should be used when balancing the levels of insurance premiums and reserves.</i></p> <p>The Council currently holds an earmarked Insurance reserve of £4.5m. Claims reviews are carried out every month and as well as periodical actuarial reviews. The most recent actuarial review gave assurance that reserves levels were adequate.</p>
<p>The general financial climate to which the authority is subject to.</p>	<p><i>External factors, such as future funding levels expected to be included in Spending Reviews and expected referenda principles and limits, will influence an authority's ability to replenish reserves once they have been used.</i></p> <p><i>Any plans for using reserves will need to consider the need and ability of the authority to replenish the reserves, and the risks to which the authority will be exposed whilst replenishing the reserves.</i></p> <p>This is the balance available in the unallocated contingency reserve to mitigate against short term pressures.</p> <p>The Council's general balance for 2025/26 is £21.6m. This is within the medium-term optimal range of £19m to £23m.</p> <p>General balances are forecast to remain within the optimum range in 2025/26.</p>

Appendix 2 – Earmarked Reserves Description

Earmarked Reserves are amounts set aside for specific purposes. The main purpose of each earmarked reserve is explained below.

	Reserve Name	Description
1	Corporate Demands and Pressures	To meet unbudgeted demands and pressures.
2	Insurance Fund	Underwrites a proportion of the Council's insurable risks.
3	Inflation	To provide for risks associated with inflationary pressures
4	Civic Campus	Can only be used to fund the costs of implementing the Civic Campus redevelopment
5	Digital	Can be used to provide for costs of the Council's digital works programme.
6	Invest to Save (Efficiency Projects)	To fund future revenue expenditure and capital investment that will provide future revenue savings.
7	Controlled Parking Fund	The surplus from the running of the Controlled Parking operations within the Borough is accumulated in this Fund. In the past, this reserve had to be used to meeting expenditure on transport and highways related activities.
8	Dedicated Schools Grant Reserves – a) DSG Support Reserve b) DSG Early Years Block	a) DSG Support Reserve –This reserve offsets the DSG Unusable Reserve Deficit to ensure that the expenditure incurred to date can be fully funded in light of continuing pressures and in the event that the deficit recovery plan is unable to recover the current cumulative position. Overall, the DSG reserve (deficit and deficit set-aside) is nil as the cumulative deficit is matched by the reserve set aside. b) DSG High Needs Block Deficit Reserve Parliament has approved the Local Authorities (Capital Finance and Accounting)

	c) DSG High Needs Block	<p>(England) (Amendment) Regulations 2020 in November 2020 which amends the 2003 Regulations by establishing new accounting practices in relation to the treatment of local authorities' schools budget deficits which must now be recorded in a separate account established solely for the purpose of recording deficits relating to school's budget and account for the cumulative Dedicated Schools Grant deficit in unusable reserves. As the statutory requirement is time limited, it continues to set aside reserves to match the High Needs Block deficit until such time as the cumulative deficit is eliminated.</p> <p>c) DSG (Schools & Early years Block) Reserve This reserve records the cumulative balance on the Schools and Early years block. Grant deficit to unusable reserves.</p>
9	Unallocated Contingency	A reserve held to mitigate against unforeseen costs to the Council
10	Pre-Development	This reserve is to provide for the risk associated with the council's general fund capital strategy and initiatives.
11	Planning Reserve	This reserve is to support funding of CIL related projects.
12	Other Service Reserves	This comprises several smaller reserves, which are held to fund various projects and potential future commitments that are managed by service areas.
13	Other Corporate Reserves	Comprises several smaller reserve balances, which are held to fund projects that are being managed by corporately
14	HRA Reserves	This reserve provides a working balance for the Housing Revenue Account, for which transactions are ring-fenced under the provisions of the Local Government and Housing Act 1989.

15	Schools Balances	Reserves held to fund projects related to Schools
16	Collection Fund	Billing authorities have a statutory obligation to maintain a separate Collection Fund in relation to collections from Council tax and NNDR and the distribution of these funds to Local Authorities and the Government.
17	S106 / CIL (Community Infrastructure Levy)	These reserves exist to fund various projects and potential future commitments in line with the requirements of the agreements

Appendix 3 - General Fund reserves forecast to 31st March 2028

Appendix 3 - General Fund reserves forecast to 31 st March 2027	31st March 2024	31st March 2025	31st March 2026	31st March 2027	31 st March 2028
Earmarked Reserves	£m	£m	£m	£m	£m
Corporate Demands and Pressures	(29.2)	(22.7)	(21.6)	(20.9)	(20.9)
Insurance Fund	(4.5)	(4.5)	(4.5)	(4.5)	(4.5)
Inflation Risk	(4.8)	(4.8)	(4.8)	(4.8)	(4.8)
Civic Campus	(8.4)	0.0	(5.2)	(5.2)	(5.2)
Digital	(6.7)	(2.4)	1.1	0.5	(0.3)
Invest to save	(3.4)	(3.5)	(3.5)	(3.6)	(4.3)
Parking	(2.9)	(3.4)	(0.5)	(0.5)	(0.5)
DSG	(14.6)	(17.0)	(17.0)	(17.0)	(17.0)
Unallocated Contingency	(1.5)	(1.2)	(1.2)	(1.2)	(1.2)
Pre-Development Costs	(5.0)	(5.0)	(5.0)	(5.0)	(5.0)
Planning Reserve	(1.7)	(1.0)	(1.0)	(1.0)	(1.0)
Other Service Reserves	(6.4)	(4.1)	(2.0)	(1.3)	(1.3)
Other Corporate Reserves	(6.7)	(4.1)	(4.1)	(4.0)	(4.1)
Sub Total General Fund EM Reserves	(95.7)	(73.5)	(69.2)	(68.4)	(70.0)
General Balances	(21.6)	(21.6)	(21.6)	(21.6)	(21.6)
Total General Fund Reserves	(117.4)	(95.1)	(90.9)	(90.0)	(91.6)
HRA Reserves and Balances	(15.5)	(9.6)	(9.6)	(9.6)	(9.6)
Schools Balances	(0.0)	(0.2)	(0.2)	(0.2)	(0.2)
Collection Fund Reserve	(10.0)	(10.0)	(10.0)	(10.0)	(10.0)
s106 / CIL	0.0	0.0	0.0	0.0	0.0
Total	(145.1)	(115.0)	(110.7)	(109.9)	(111.5)

APPENDIX H - LONDON BOROUGH OF HAMMERSMITH AND FULHAM (LBHF) CIPFA FM CODE REVIEW 2025-26

SUMMARY

1. The tightening fiscal landscape of recent years has placed the finances of local authorities under intense pressure. Therefore, it is crucial to have robust financial management embedded as part of the organisation to ensure that local service provision is sustainable.
2. The CIPFA Financial Management Code (FM Code) is designed to support good practice in financial management and to assist local authorities in demonstrating their financial sustainability. The FM Code sets out the standards of financial management for local authorities.
3. The underlying principles set out in the code are:
 - Organisational leadership
 - Accountability
 - Financial management is undertaken with transparency at its core.
 - Adherence to professional standards
 - Sources of assurance are recognised.
 - The long-term sustainability of local services is at the heart of all financial management processes.
4. Whilst budgets are set on an annual basis, the Code emphasises that financial sustainability requires a longer-term perspective. Local authorities have been required to apply the Code from April 2020.
5. This report sets out how LBHF demonstrates the application of the CIPFA financial management standards. A “Red Amber Green” (RAG) summary of the Council’s self-assessment against the seven sections of the code is set out as follows:

Self- Assessment Conclusion

	Green	Amber	Red
Leadership Team and CFO Role			
Governance and Financial Management Style			
Long to Medium Term Financial Management			
The Annual Budget			
Stakeholder Engagement and Business Plans			
Monitoring Financial Planning			
External Financial Reporting			

FINANCIAL MANAGEMENT CODE – SELF ASSESSMENT ANALYSIS

Section 1 – the responsibilities of the chief financial officer and leadership team

A – The leadership team is able to demonstrate that the services provided by the authority provide value for money.

B - The authority complies with the CIPFA Statement on the Role of the Chief Finance Officer in Local Government.

6. At LBHF there are various processes and structures in place to ensure that our services provide value for money. These include:
- The annual budget setting process, incorporating:
 - Internal budget challenge meetings.
 - Scrutiny via Policy and Accountability Committees (PACs); and
 - approval by Budget Council.
 - Corporate Revenue Monitoring (CRM) and Capital monitoring.
 - Preparation of the annual accounts and critical review of annual outturns.
 - Longer-term financial planning through the Medium-Term Finance Strategy (MTFS); and
 - Contracts Assurance Board (CAB).
7. These structures and processes ensure all financial decisions are reviewed and challenged if needed.
8. The role of Chief Finance Officer (CFO) complies with the CIPFA statement as the role specification is as defined in the financial regulations.

Section 2 – Governance and financial management style

C – The leadership team demonstrates in its actions and behaviours responsibility for governance and internal control.

D – The authority applies the CIPFA/SOLACE Delivering Good Governance in Local Government: Framework (2016).

E – The financial management style of the authority supports financial sustainability.

9. LBHF demonstrates responsibility for governance and internal control as follows:
- An Audit Committee is in place to oversee LBHF's internal audit functions, the control environment and external financial reporting.
 - The internal audit function undertakes periodic, risk-based internal audits and will oversee audit processes, internal controls, risk, fraud, and compliance with regulations.
 - The Annual Governance Statement (AGS) is reviewed regularly.
 - The Senior Leadership Team (SLT) have dedicated meetings covering both finance and assurance on a periodic cycle.
10. The Annual Governance Statement (AGS) details the application of the CIPFA/SOLACE Framework. The Council's most recent AGS can be found in the annual statement of accounts here:

[Statement of accounts | LBHF](#)

11. One of LBHF's core values is being ruthlessly financially efficient which supports a sustainable financial culture.

Section 3 – Long to medium term financial management

F – The authority has carried out a credible and transparent financial resilience assessment.

G – The authority understands its prospects for financial sustainability in the longer term and has reported this clearly to members.

H – The authority complies with the CIPFA Prudential Code for Capital Finance in Local Authorities.

I – The authority has a rolling multi-year medium-term financial plan consistent with sustainable service plans.

12. The authority is subject to external audit every year which includes a going concern assessment as well as recommendations for any improvements. The Audit Committee are provided with regular updates on borrowing and liquidity. LBHF also produces an Annual Reserves Strategy and works to maintain reserves within a target level to provide financial resilience. A balanced budget is set prior to the beginning of the financial year.
13. To ensure financial sustainability in the longer term the authority carries out a Medium-Term Financial Strategy (MTFS) which is reported to Members and provides the basis for setting the annual budget. This includes growth, savings and inflation requests which are reviewed by SLT. This is followed by further review at member challenge meetings and then presented to scrutiny and overview committees.
14. There is a capital programme in place with regular monitoring and reporting to Cabinet. This programme complies with financial reporting requirements including the CIPFA Prudential Code.
15. As above, LBHF has a rolling medium term financial plan covering four years which is revised on a yearly basis through a robust process.

Section 4 – The annual budget

J - The authority complies with its statutory obligations in respect of the budget setting process.

K - The budget report includes a statement by the chief finance officer on the robustness of the estimates and a statement on the adequacy of the proposed financial reserves.

16. A balanced budget is set each year in line with the Local Government Finance Act 1992
17. In the budget report there is a section titled views of the Executive Director of Finance and Corporate Services which gives an opinion on the robustness of the estimates as required under Section 25 of the Local Government Finance Act 2003.

Section 5 – Stakeholder engagement and business plans

L - The authority has engaged where appropriate with key stakeholders in developing its long-term financial strategy, medium-term financial plan and annual budget.

M - The authority uses an appropriate documented option appraisal methodology to demonstrate the value for money of its decisions.

18. The budget process includes a robust consultation process with stakeholders including challenge meetings and cabinet meetings. The Council also engages key external stakeholders through rent consultations and benchmarking.
19. LBHF's use of appropriate documented option appraisal methodologies to demonstrate the value for money of its decisions is evidenced through decision reports, option appraisal and a stringent procurement process.

Section 6 – Monitoring financial planning.

N - The leadership team takes action using reports enabling it to identify and correct emerging risks to its budget strategy and financial sustainability.

O - The leadership team monitors the elements of its balance sheet that pose a significant risk to its financial sustainability.

20. The regular Corporate Revenue Monitoring (CRM) and capital monitoring process enables management and decision makers to identify any emerging financial risks and correct them through mitigating actions. LBHF also maintains a risk register which helps the authority to manage significant risks as well as conducting analysis of the political and economic environment to help identify emerging risks.
21. A regular feature of monitoring activity is for leadership to monitor the elements that pose a significant risk to financial sustainability. Examples of this include regular reviews of the debt position, capital monitoring to assess spend on non-current assets and the inclusion of pension and treasury finance managers in regular board and committee meetings.

Section 7 – External Financial reporting

P - The chief finance officer has personal and statutory responsibility for ensuring that the statement of accounts produced by the local authority complies with the reporting requirements of the Code of Practice on Local Authority Accounting in the United Kingdom.

Q - The presentation of the final outturn figures and variations from budget allows the leadership team to make strategic financial decisions.

22. The Chief Finance Officer actively reviews both the draft and the final audited versions of the statement of accounts. They meet regularly with officers and auditors to discuss issues arising. They are responsible for producing the narrative report in the accounts and sign the Statement of Responsibilities within the accounts.
23. The final outturn figures are presented to SLT and Cabinet. The statement of accounts includes annual report on financial position, including capital and balance sheet reserves.

2025/26 Net Expenditure Budget - Objective Summary

Department	2024/25 Budget £m	Inflation £m	Investment in Services £m	Savings £m	Corporate Adjustments £m	Proposed 2025/26 Budget £m
People	135.5	3.5	5.0	(1.8)	4.3	146.5
Place	31.9	1.4	5.6	(2.0)	6.5	43.4
Housing Solutions	13.4	0.8	1.2	0.0	0.3	15.7
Finance and Corporate Services	20.4	0.5	0.5	(1.3)	(4.0)	16.1
Other Central Items	(1.4)	0.0	0.0	0.0	0.2	(1.2)
Council Net Budget Requirement	199.9	6.2	12.3	(5.1)	7.3	220.6
Financed by:						
Council Tax Income	(78.8)	0.0	0.0	0.0	(6.1)	(84.9)
Retained Business rates	(62.5)	0.0	0.0	0.0	(6.8)	(69.3)
General Government grants	(58.6)	0.0	0.0	0.0	(7.8)	(66.4)
TOTAL	(199.9)	0.0	0.0	0.0	(20.7)	(220.6)

2025/26 Subjective Summary

	2024/25	Inflation	Investment in Services	Savings	Corporate Adjustments	Proposed 2025/26 Budget
	£m	£m	£m	£m	£m	£m
Gross Expenditure						
Employee Expenses	144.9	3.1	3.9	(0.3)	(1.2)	150.4
Premises Related Expenditure	16.2	0.6	0.7	(0.2)	(1.6)	15.8
Transport Related Expenditure	1.6	0.0	0.0			1.6
Supplies and Services	67.5	0.8	2.9	(2.6)	4.2	72.8
Third Party Payments	203.3	4.3	4.8	(2.1)	6.5	216.9
Transfer Payments	82.2	0.4		(0.1)	(5.5)	77.1
Housing Benefits expenditure	90.9					90.9
Support Service Charges	52.6				1.3	53.8
Capital Charges	20.5				2.2	22.7
Total Gross Expenditure	679.8	9.3	12.3	(5.1)	5.9	702.1
Support Service Recharge Income	(56.5)					(56.5)
Departmental Grants	(72.6)					(72.6)
Dedicated Schools Grant	(88.9)				5.3	(83.6)
Housing Benefits income	(91.2)					(91.2)
Fees and Charges	(78.4)					(78.4)
Other income	(73.5)				(5.3)	(78.8)
Capital Financing and other adjustments	(18.7)				(1.7)	(20.4)
Total Gross Income	(479.8)	0.0	0.0	0.0	(1.7)	(481.5)
Council Net Budget Requirement	199.9	9.3	12.3	(5.1)	4.2	220.6
Financed By:						
Council Tax Income	(78.8)	0.0	0.0	0.0	(6.1)	(84.9)
Retained Business Rates	(62.5)	0.0	0.0	0.0	(6.8)	(69.3)
General Government grants	(58.6)	0.0	0.0	0.0	(7.8)	(66.4)
TOTAL:	(199.9)	0.0	0.0	0.0	(20.7)	(220.6)

Agenda Item 6.4

London Borough of Hammersmith & Fulham

Report to: Full Council

Date: 26/02/2025

Subject: Four Year Capital Programme 2025-29 and Capital Strategy 2025/26

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

Responsible Director: Sukvinder Kalsi, Executive Director, Finance and Corporate Services

SUMMARY

This report presents the Council's Capital Strategy 2025/26 and four-year Capital Programme for the period 2025 to 2029.

The council is investing £532.3m over the next four financial years to develop and enhance its assets (including council housing), to meet its strategic objectives and provide better outcomes for its residents, businesses, and visitors. Key schemes within the programme include:

- Significant investment in the major repairs and health and safety compliance of the council's 12,000 dwellings
- Investment in housing development schemes to provide additional affordable accommodation across the borough
- Public CCTV equipment purchases and installation
- School maintenance programme
- Investment in energy efficient lighting and decarbonisation schemes.
- Hammersmith Bridge pre-restoration works, with funding from the Department of Transport and Transport for London
- Civic Campus programme/ refurbishment of Hammersmith Town Hall
- Investment in the council's public realm including column replacement, footways, and carriageways

The council is required by the CIPFA Prudential Code for Capital Finance and statutory guidance to prepare certain capital related strategies and policies. The Capital Strategy and Minimum Revenue Provision (MRP) Policy are included in this report. The Treasury Management Strategy Statement 2025/26 will also be presented to Cabinet and Full Council in February 2025 under a separate agenda item.

In accordance with the requirements of the Prudential Code for Capital Finance, local authorities are required to maintain several prudential indicators. These are set out in the Treasury Management Strategy Statement 2025/26. The indicator used to reflect the underlying need of an authority to borrow for a capital purpose is the Capital Financing Requirement (CFR) which is set out within this report.

RECOMMENDATIONS

1. To approve the four-year General Fund Capital Programme budget at £103.8m for the period 2025/26-2028/29 (presented in Table 2 and Appendix 1).
2. To approve the continuation of rolling programmes for 2025/26 funded from the Council's mainstream resources. For financial modelling purposes, these programmes are assumed to continue at the same level until 2028/29:

	£m
Corporate Planned Maintenance	2.400
Footways and Carriageways	2.030
Column Replacement	0.346
Total	4.776

3. To delegate approval of the detailed programmes for use of the rolling programmes, in recommendation 2, to the relevant SLT Director in consultation with the Executive Director, Finance and Corporate Services and the relevant Lead Cabinet Member.
4. To approve the four-year Housing (HRA) Capital Programme at £428.5m for the period 2025/26-2028/29 as set out in Table 6 and Appendix 1.
5. To approve the Capital Strategy 2025/26, as set out in the report.
6. To approve the annual Minimum Revenue Provision policy statement for 2025/26, as set out in Appendix 2.
7. To note the potential financial impact of a number of development schemes not included in the current programme but being in the various predevelopment stages.

Wards Affected: All

The Council's Capital Programme contains several schemes and projects which are directly linked to the Council's Business Plan, and which will deliver the Council's priorities, as set out in the plan. The Capital Strategy provides more detailed information on how these projects link to the Council's objectives.

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 case that sets out the full costs, funding and risks and any expected financial return alongside the broader outcomes including economic and social benefits.</p> <p>This report provides detailed analysis of the Council's capital programme financial position and highlights potential risks and their impact on the Council's resources.</p>
Building shared prosperity	<p>We need to always confirm that spend fits our council's priorities; challenge how much needs to be spent; and achieve results within agreed budgets. Finance is everyone's business and every penny counts. The council will continue to invest in our ambitious housing development programme and work through the planning system to enable 3,000 new energy-efficient 50% genuinely affordable homes to be built.</p>
Creating a compassionate council	<p>As the council's resources have been reduced, we have protected the services on which the most vulnerable residents rely.</p>
Doing things with local residents, not to them	<p>A significant proportion of services are delivered in partnership with local and national companies, and this will continue to promote all business sectors to the benefit of residents. The proposals will implement the Disabled People's Housing Strategy, working in co- production with disabled residents.</p>
Taking pride in H&F	<p>The strategy proposals include significant investment in public realm services, to maintain world-class parks, open spaces and cemeteries, making sure that parks are a safe space for residents.</p> <p>The proposals also are continuing to invest in CCTV so that residents feel secure in their homes and on the streets.</p>
Rising to the challenge of the climate and ecological emergency	<p>The council has approved a Climate and Ecology Strategy and action plan to deliver its target of net zero greenhouse gas emissions in the borough by 2030. It has been shaped by the work of the resident-led Climate and Ecological Emergency Commission, who worked closely with the Council's Climate Unit and was devised by ten cross-departmental officer working groups.</p>

CAPITAL STRATEGY 2025/26

1. The Prudential Code¹ obliges local authorities to approve a capital strategy.
2. The Hammersmith & Fulham capital strategy sets out the long-term context in which capital investment decisions are made and the governance for those decisions. It supports the development of a capital programme that is affordable, prudent, and sustainable whilst giving due consideration to risk and reward and delivery of the Council's business plan.
3. The Council's priorities include being ruthlessly financial efficient. The capital strategy sets out the way capital projects are managed to improve delivery and achieve greater efficiency.
4. A key focus of the capital strategy is future finance resilience. Capital investment can enable the delivery of invest to save projects and grow future income and resources and provide regeneration opportunities within the borough.

Strategic Context

5. The Council's Corporate Plan 2023-26 sets out the Council's main priorities. These are underpinned by an underlying target date of 2030 for the whole borough to be carbon neutral. From a capital investment perspective, the values include:

Building shared prosperity

- In line with the governments announcements in the Autumn Statement to build 1.5m homes and the additional funds made available for the schools rebuilding programme, the Council will be presenting several schemes for approval that would increase the housing supply within the borough and rebuild or refurbish some schools.
- The Local Plan which was adopted in February 2018 sets ambitious targets for the creation of more dwellings within the Borough. In keeping with this Plan, officers will be presenting schemes for approval that would create an extra 344 dwellings within the borough if approved.
- The Council will continue to invest in its ambitious housing development programme and work through the planning system to enable 3,000 new energy-efficient 50% genuinely affordable homes to be built or underway by 2026.
- Implement the Special School Organisation and Capital Plan to invest in provision for children and young people with Special Educational Needs and Disabilities.
- Continue the implementation of our Family Hubs, co-produced with local families and young people, to make it simpler for families to access a wide range of council services.
- Deliver the £118m EdCity education campus to align career opportunities in the White City Innovation District to the work of schools, apprenticeships, and reskilling programmes.
- Support local businesses and start-ups by facilitating access to resources, networking opportunities, affordable workspace and business support services.

¹ The CIPFA Prudential Code for Capital Finance in Local Authorities (2021) – by regulation local authorities are required to have regard to the Code when carrying out their duties.

- Deliver retrofit strategy to generate renewable energy and improve the energy performance of our housing stock.
- Continue with shared equity affordable home ownership solution for residents and workers in the borough.
- Develop a council owned housing company model to support an increase in council owned intermediate rent homes for key workers.
- Continue leading role in providing housing and much wider support to refugees and asylum seekers.

Doing things with residents, not to them

- Continue to expect all major strategies, projects and service design works to have co-production principles, openness, and transparency at their core.

Taking pride in Hammersmith & Fulham

- Transform the Grade II listed Town Hall to be one of the most environmentally positive and accessible buildings of its type in Britain.
- Introduce segregated cycle lanes, more cycle storage, and green roofs on estates.
- Deliver a vision for high streets as experience destinations and community hubs, including a refreshed plan for Hammersmith Town Centre.
- Improve the public realm to make it a better place for people to shop, eat, drink, relax and enjoy local arts and facilities.
- Ensure major investment programmes, such as in White City, Earls Court, Olympia, and Old Oak Common serve to benefit residents and businesses.
- Deliver a £4.5m CCTV replacement and investment programme.

Creating a compassionate council

- Deliver the Air Quality Action Plan, by tackling the sources of pollution, raising awareness of local emissions, and working with partners to reduce pollution.

Being ruthlessly financially efficient

- Maximise efficiencies to be gained through digital transformation, income generation, corporate accommodation, and agile working practices.
- Continue regular assurance reporting for major projects and programmes through the Corporate Programme Management Office and Strategic Leadership Teams.
- Deliver on the aspirations of Resident Experience and Access Programme to provide a consistent and inclusive approach for resident access across the Council.
- Embed universal standards for policy and strategy development across the council, centred on co-production, high-quality evidence, equity, and climate considerations.
- Enhance commercial culture, financial returns and added value through our refreshed Commercial Strategy.
- Maximise the added value secured through procurement processes.
- Continue to operate effective governance arrangements across the Council, to support assurance, compliance, transparency and collaboration across decisions.
- Deliver and fund significant investment in the council homes where it will make the biggest impact on residents' quality of life, health and wellbeing.
- Fix the Grade II listed iconic Hammersmith Bridge in partnership with Transport for London and the Department for Transport

- Use capital investment to enable the Council to become more efficient, such as through investing in digital transformation and income generation opportunities.
- Invest in schools and more in-borough Special Education Needs provision.
- Reduce the carbon emissions of homes and infrastructure, whilst also investing so physical assets can adapt to the inevitable changes in our climate.
- Regenerate the borough through schemes such as EdCity, Hartopp and Lannoy and White City, making use of joint ventures with the private sector and other funding.
- Consolidate the Council's office accommodation to enable alternative use for income generation and cultural activities.

Rising to the challenge of the climate and ecological emergency

The Council has approved a Climate and Ecology Strategy and action plan to deliver its target of net zero greenhouse gas emissions in the borough by 2030. It has been shaped by the work of the resident-led Climate and Ecological Emergency Commission, who worked closely with the Council's Climate Unit and was devised by ten cross-departmental officer working groups. The capital strategy incorporates several measures that support the Climate and Ecology Strategy which include:

- Deliver retrofit programmes to upgrade our council homes and non-domestic buildings with energy efficiency and low-carbon heating.
 - Build industry leading Passivhaus homes with zero fossil fuels.
 - Identify opportunities for new heat networks in our Clean Heat Plan.
 - Continue to expand active travel infrastructure and support.
 - Host one of the densest electric vehicles charging networks in Britain and transition its own fleet to low-carbon vehicles.
 - Undertake a full climate risk assessment of the borough and continue to deliver sustainable drainage that increases our resilience to the changing climate.
 - Renew the Air Quality Action Plan in consultation with residents and cut air pollution through field-leading projects and partnerships.
 - Implement the 'parks for the future' strategy and invest in improving the appearance, maintenance and facilities of parks and open spaces.
 - Retrofit ecology into the Council's building estate, including investigating the significant potential for green roofing.
6. A recent economic downturn has affected the expected costs, market and viability of schemes whilst funding from partners, such as Transport for London, has been under pressure. As part of the capital strategy the impact of increasing inflation and interest rate will be kept under review and mitigating actions taken as necessary.
 7. Learning the lessons from working from home during the pandemic, and in preparation for the workforce's return to the new Civic Campus, a review of council accommodation is being undertaken. This might result in consolidation of office accommodation, the identification of assets for alternative use/ redevelopment or disposal and review of the rolling planned maintenance programme. Any plans will be incorporated into the capital programme as the relevant business cases are prepared and will be the subject of separate decision reports.
 8. The capital programme will continue to be developed in line with the Council's priorities and new schemes will be added as and when they are identified and approved. A brief

overview of the current and planned major schemes is provided in the Major Projects section of the report. Where budgets have been approved for these schemes, these are included in the Capital Programme.

MAJOR PROJECTS

Civic Campus Programme

9. In January 2019, Full Council approved plans for major regeneration of the King Street area which included the redevelopment of the failing, existing Hammersmith Town Hall building, creating a new Civic Campus. This involved entering into a joint venture named West King Street Renewal Limited Liability Partnership (the LLP), with A2 Dominion Development Limited, for the delivery of the scheme, and a conditional land sale agreement between the Council and the LLP, plus the approval of the associated funding for the Civic Campus. The budget for the scheme is included in the Council's Capital Programme and the project is in the construction phase. The completed development will:
- create a new civic and community campus, including new fit-for-purpose, inclusively designed office accommodation for the Council and act as a catalyst for change, with the inclusion of open public realm and shared spaces within the Town Hall for use by the neighbourhood as well as the greater community.
 - refurbish and restore the heritage elements of the Town Hall, whilst creating an opportunity for improved ways of working in order to be ruthlessly financially efficient and address the financial challenges faced by the Council.
 - contribute to the borough's housing ambitions by increasing the supply of good quality, genuinely affordable housing for local residents to meet local housing need.
 - create pride in H&F by transforming King Street into a new civic and cultural destination, improving the public realm and Grade II listed Town Hall, providing new local amenities for residents, including a new five screen cinema, café/restaurant, retail and public event spaces.
 - promote economic growth in line with the H&F Industrial Strategy, Economic Growth for Everyone, through the creation of new retail and commercial space, including affordable space for start-up businesses to combat High Street decline; and
 - contribute to meeting the climate change emergency by the use of cutting-edge green technology.
10. A capital budget of £64m has also been approved for the acquisition of commercial units that will be constructed by the LLP as part of the Civic Campus Programme. For each of the buildings, the Council will then secure lessees paying rent to the Council, covering the cost of the acquisition over 45 years. Negotiations have already begun with potential occupiers for some of the commercial spaces and a managing agent has been procured for the office space. Investment in these units allows the Council to benefit from the regeneration opportunity that they present.

HRA Asset Management Capital Strategy

11. The Council is the responsible landlord for over 12,000 homes across Hammersmith & Fulham. The HRA Asset Management Capital Strategy (the Strategy) details the spending priorities for the twelve-year period between 2022/23 and 2033/34, priorities that represent £728.6m of capital spend. The purpose of the Strategy is to inform the four-year Capital Programme budget that is submitted annually for Full Council approval.

The Strategy will inform every subsequent annual revision of the Capital Programme budget for the duration of the twelve-year Strategy period, subject to annual reviews of the Strategy.

12. The aim of the Strategy is to direct capital investment to where it will make the biggest impact on residents' quality of life, health and wellbeing. The programme of capital investment will deliver housing assets that residents can be proud of and that will serve as a foundation for healthy, happy lives. We know that poor quality housing has a huge impact on physical and mental health and can impede people from reaching their full potential. Addressing structural damp and mould issues is a key theme of this Strategy. The programme will deliver 21st century assets that are fit for the future. Many of the projects detailed in the Strategy involve new windows, kitchens and bathrooms, things that will make a big difference to residents' quality of life.

13. The main headings of the Strategy are:

- Fire Safety
- Structural Safety
- Asset Replacement
- Disabled Adaptations
- Stock Condition Survey findings
- Climate Emergency
- Estate Improvements
- White City Estate
- Charecroft Estate Phase 2
- West Kensington Estate

14. The number one priority of the Strategy is health and safety and compliance. While safety and compliance come first, every capital project covered in this programme will be designed to maximise the impact on reducing carbon emissions. Wherever possible works will use methods and materials that improve energy efficiency and will be increasingly delivered as part of comprehensive whole-home retrofit schemes. The programme features more than £100m specifically earmarked for decarbonisation projects, to be supplemented by other financial mechanisms as they become available and government funding bids.

15. Our commitment to ensuring the safety of our residents and compliance across all building safety areas continues to be a major priority for the council, investing and meeting the highest standards in safety and compliance. To date our achievements are delivering assurance and results for our residents:

- We commissioned an external independent audit by Pennington Choices (industry experts) who after an extensive investigation delivered a satisfactory assurance with excellent feedback: ***'Leadership of compliance is strong. Teams are well resourced and technically competent to deliver each service area, keeping residents safe was a clear theme and driving priority across all areas'***
- We have diligently followed and adhered to the application of Building Safety and Compliance new regulations, with 49 of our higher risk premises registered ahead of schedule with the new Building Safety Regulator.

- We have rolled out a unique Evacuation System (commended by the fire service) in 9 higher risk buildings, upgraded 4,000+ fire doors to high spec, and installed sprinklers in over 600 properties with more planned, Personal Emergency Evacuation Plans for vulnerable residents.
- A newly established resident group – chaired by resident (FRAG) now have oversight and involvement in the monitoring of Fire Safety and other compliance functions across the council. The group meets monthly and is provided with fire safety data and information, and with opportunities to help shape safety and compliance initiatives that relates to their homes.
- Our compliance assurance is supported by a strong performance management framework that extends to Cabinet, scrutiny, leadership teams and our resident forums.

Building Homes and Communities Strategy

16. The Building Homes and Communities Strategy sets out a self-funding programme of investment in homes and community assets, where the council utilises its land and property assets to meet its key priorities of delivering affordable housing and supporting the council's financial challenge. The strategy aims to:

- build new, genuinely affordable housing which will help maintain the borough's vibrant social mix
- support the Council's Business Plan priority of 'Building Shared Prosperity'
- renew key community assets, including schools and leisure centres
- generate income to reinvest in frontline services and the Housing Revenue Account.

17. Through this strategy, the council established a development programme to directly deliver a substantial number of affordable homes and renew community assets. The development programme will directly benefit the council by generating revenue from the sale of market homes, alongside the long-term rental income from the affordable homes. It will also mean the council accrues the long-term assets it builds.

18. Currently, there are 17 projects in the development programme delivering 1,134 new homes, of which, 732 (65%) are affordable and 402 will be for market sale (35%).

19. Of the 17 development projects, the Springvale infill project is complete and delivered 10 new social rent homes. Education City is under construction, the first phase has already delivered the new primary school, Youth Zone, 24 London Affordable Rent homes and a new office. The remaining 108 affordable homes, nursery and adult education centre will be delivered in phase two, due to be completed in late 2025.

20. Construction of the development on the Hartopp and Lannoy site continues and will deliver 134 new homes of which 112 (84%) will be affordable rents.

21. The Farm Lane and Lillie Road projects have both obtained planning permission and have started on site delivering a combined total of 73 homes and a new community hall. The Avonmore School scheme secured planning consent on the 6th of November with construction works planned to start in mid-2025. The planning application for White City Central, the council's largest direct delivery scheme, was submitted in July, following 4

years of co-production with the White City community. The ambitious plans will see 253 new homes as well as a nursery and community hub in the heart of the White City Estate.

22. The development programme also delivers against the Council's climate emergency commitments with the first three development projects (Hartopp and Lannoy, Farm Lane and Lilie Road) being delivered to PassivHaus standards of energy efficiency, to reduce carbon emissions and help alleviate fuel poverty.
23. In addition to the council's direct delivery projects, the development programme includes scheme acquisitions. By the end of the year the council will complete on the purchase of 37 new affordable homes as part of the Quayside Lodge development in Sands End and has purchased 18 family homes to resettle refugee families in the borough.

Hammersmith Bridge

24. As of December 2024, LBHF has incurred £32m towards stabilisation works and the continued safe operation of the Bridge (how much of this is stabilisation cost versus operational cost). A further £16m has been incurred towards pre-restoration works in readiness for the full restoration of the Bridge. The pre-restoration works include the removal and diversion of gas mains from the Bridge, geotechnical works, planning application for an innovative truss option and the development of the contract and procurement process for the bridge restoration works. These preliminary works are to ensure that full restoration works can be undertaken with greater expediency, effectiveness and minimisation of technical and financial risks. The Grade II* Listed 137-year-old Hammersmith Bridge (the Bridge) was closed to motor vehicles in April 2019 and to all users in August 2020 on public safety grounds. Following an 11-month closure and extensive investigations by Hammersmith & Fulham engineers and the introduction of a pioneering temperature control scheme, it re-opened to pedestrians, cyclists, and river traffic on 17 July 2021. The re-opening, with strict conditions, was recommended by the Board for the Continued Case for the Safe Operation (CCSO). One condition was that for the Bridge to remain open, it must be properly and permanently stabilised as soon as possible. The Council has incurred significant spend (at risk) of £32m (to December 2024) to ensure the continued safe operation of the Bridge and work towards stabilisation. In addition to this, the Council has incurred significant spend (again at risk) of almost £16m (to December 2024) for pre-restoration works, in readiness for the full restoration of the Bridge. These works include removal of the two gas mains off the Bridge and diversion on an alternative route, the planning application for the innovative truss option, geotechnical works and further development of the contract and procurement process for the full restoration of the bridge. These pre-restoration works will ensure that the future project to fully restore the Bridge can be undertaken with greater expediency and effectiveness, and with minimisation of technical and financial risks.
25. Under the terms of the funding settlement of 2 June 2021 that the Department for Transport (DfT) made with Transport for London (TfL), it was stated that TfL and DfT would fund two-thirds of the total project costs. It was stated that this would be formalised in a proposed Memorandum of Understanding (MoU). Despite the council's work to draft an MoU, this was never signed. DfT has so far contributed £8.3m and TfL has contributed £2.9m towards the overall spend of almost £48m. The council is therefore due a further total of £20.7m from DfT and TfL and is requesting that the previously agreed contributions are paid up in full.

26. The Council has repeatedly stated that its one third contribution can only be funded from a road user charging scheme or a toll of motorists using the bridge. Despite the relevant government minister expressing support for the council's use of a toll or road user charging scheme to fund its contribution, support has not been forthcoming to date from TfL and/or DfT.
27. Detailed evaluations of engineering options for the stabilisation and full strengthening and restoration of the Bridge have been undertaken. H&F developed its Business Case to fully restore Hammersmith Bridge in line with HM Treasury's Green Book Five Case Model (strategic, economic, commercial, financial and management). It submitted the first parts of its business case to the DfT for advice and comments on 11 December 2022 with the final economic case given to the DfT on 22 December 2022. The Business Case, which included all five parts, was then formally submitted on 31 March 2023. The Business Case was presented to the DfT's Investment Portfolio Delivery Committee (IPDC) on 19 June 2023. They requested further information. It was resubmitted and tabled for the IPDC on 20 November 2023. However, the IPDC dropped the Business Case from its 20 November agenda with the explanation it had to consider "more time-critical decisions". The IPDC then confirmed that the Business Case was on the agenda for its 8 January 2024 meeting. That was pulled with the explanation that DfT officials had not met "conditions" at their end. The council is still awaiting consideration of the Business Case.

Schools Renewal Programme

28. Included within the Building Homes and Communities Strategy is the Council's commitment to a Schools Renewal programme, agreed by Cabinet in March 2019. The programme is intended to:
- re-provide modern, fit for purpose schools to support the borough's ambition to give children the best start in life.
 - support the funding of education in Hammersmith & Fulham including the future repair and planned maintenance requirements across the school community.
 - fund school development through the creation of badly needed affordable housing which will help maintain the borough's vibrant social mix.
 - provide significant investment in the condition of the schools' estate through the first three-year schools' capital strategy agreed in 2021.

The school renewal programme is well underway with the delivery of the 2021-2024 three-year programme completed and the implementation of the ambitious 2023-2028 five-year programme now underway.

Other Housing projects

29. In addition to the Building Homes and Communities Strategy the Council is progressing several partnership projects in relation to the provision of affordable housing. These include the redevelopment of the Edith Summerskill House site is being taken forward in conjunction with Peabody Housing Trust. It is expected to deliver 133 Social Rent homes. Demolition is complete and Peabody Housing Trust will develop the new scheme with the Council transferring the land and providing a grant towards construction costs.

30. Planning permission was secured in September 2024 to invest in Shepherds Bush Market, alongside a commercial development which will include affordable workspace and STEM incubator space. The scheme delivered in partnership with Yoo Capital will include build 40 affordable homes for the council.

Becoming Carbon Neutral

31. The Council's Climate and Ecology Strategy and action plan set out the Council's approach to delivering its target of net zero greenhouse gas emissions in the borough by 2030.

32. This will require the development of a sustainable financial model that secures the necessary investment in the services the Council provides or commissions. The Council must also influence, convince, incentivise, and support government and private sector investment across local businesses and households to tackle emissions from transport and buildings outside our direct control.

33. Assets owned by the Council accounts for 75% of the organisation's direct operational CO2 emissions and is a priority area that the Council can directly influence through retrofit programmes. Three quarters of CO2 emissions from homes come from heating and hot water, mostly powered by gas. To achieve net zero, the majority of homes and corporate assets under H&F operational control must be retrofitted with energy efficiency measures, and gas boilers replaced with low carbon heating such as air-source heat pumps, by 2030. The Council can influence this through:

- Investment in retrofitting Council homes and other corporate assets which will reduce the borough's emissions and grow the market for retrofit, driving down cost.
- Energy planning and investment to bring about district heating networks.
- Information and incentives to homeowners and landlords encourage retrofit.
- Enforcement of Minimum Energy Efficiency Standards for landlords.

34. £345.5m has been identified as required to decarbonise the Council-owned housing stock. The 12-year Housing Asset Management Capital Strategy earmarked £106.5m for net zero works, with a further £91m earmarked for other works that will support this agenda, with a view to bidding for government funding to make up the shortfall as well as achieving cost and programme synergies by carrying out these works out in conjunction with other planned maintenance needs.

Digital Inclusion Strategy

35. The Council has recently approved the Digital Inclusion Strategy which aims to address barriers arising from digital advancements impacting residents' lives and service delivery. It has been coproduced with residents, the Voluntary and Community Sector (VCS), and stakeholders to ensure that the needs of residents and the various service areas are effectively captured. Within the approved capital programme £4m has been identified to refresh the Council's existing devices. As part of the Council's commitment to being a digitally inclusive borough, the Council is supporting those in need to access and will repurpose existing devices as part of H&F charity technology equality projects or as part of its reuse and sustainability agenda.

Health and Safety

36. Health and Safety works have been included within the Housing Asset Management Compliance Strategy and Capital Programme, which gives priority to fire and other health and safety works in the Council's housing stock. The Council is committed to the safety and welfare of all residents and other capital projects and budgets including the School's Maintenance and Corporate Planned Maintenance Programme include Health and Safety related works.

Other schemes

37. The Council's Capital Programme contains a number of schemes which are necessary investments in the Council's assets to ensure their sustainability, to address health and safety and legislative requirements and to provide future revenue savings. Examples of such schemes are:

- Schools Maintenance Programme
- Schemes funded from ring-fenced resources within the Housing Revenue Account (HRA) such as major refurbishments, heating works, lift works, garage improvements, electrical installations, estate roads, disabled adaptations, etc.
- Required investment from Council resources, including capital receipts, to support strategic priorities such as investment in the highways' infrastructure, ICT, asset management and parks.

38. The Council set out its strategic ambition around specialist housing (short and long-term care and accommodation for groups such as care leavers, rough sleepers etc) through a report to Cabinet in December 2018. This provided an anchor for future investment decisions and strategic commissioning around these key preventative services. There are issues with supply of this type of housing, and the suitability of the borough's current stock to meet changing needs, much of which is owned and operated by housing associations. The Council continues work on understanding the type of capital investment required and the levers for renewing this portfolio of assets which can help to reduce current and future pressures on the Council's revenue budget. This work will help define future calls on the Council's capital programme.

39. All capital investment decisions will be underpinned by a robust business plan that set out any expected financial return alongside the broader outcomes including economic and social benefits.

Governance

40. As part of being ruthlessly financially efficient, the Council has arrangements in place to ensure capital and other major projects are managed to achieve greater efficiency and improve delivery, improving the management of capital projects and introducing new reporting systems to tighten up oversight. The reforms include:

- A monthly Finance Strategic Leadership Team (SLT) is chaired by the Executive Director of Finance and Corporate Services. In addition to revenue budgets, S106, commercial income and audit issues, its remit includes major programmes, including large capital schemes such as the affordable housing development programme. Programme highlight reports and gateway reviews, capital and monitoring are routinely discussed.

- Capital project management – SLT directors must involve finance at the inception of significant capital projects to consider business cases (including affordability, best value, funding and ongoing revenue costs and savings).
- Specific decision making, governance and oversight arrangements are in place for significant projects such as the Civic Campus (Executive and Member Oversight Boards) and the Development Board for the Building Homes and Communities Strategy.

41. Through the gateway and highlight/ exception report process for major programmes, Finance SLT (or a board reporting to Finance SLT) will:

- consider the funding and feasibility of large new schemes
- review business cases, approvals, and variations, signing off draft
- reports to Cabinet
- monitor process in the procurement and delivery of capital works to programme
- monitor actual spend and forecast against budgets.

42. The Programme Management Office (PMO) has been set up to help people who deliver programme and projects across the Council. It will also provide the SLT with improved oversight and confidence around our major projects and programmes. The main objectives of PMO are to ensure the strategic alignment of projects and programmes, provide expert advice and support to directorates and bring all projects and programmes under one umbrella.

Decision making

43. Council capital investments should be made in line with the Capital Strategy priorities which are set out in this document. Capital expenditure is spent on the purchase or improvement of assets that have a long-term value to the Council, such as land and buildings. It is the Council's policy to capitalise any expenditure, over a total value of £10,000, which fulfils this criterion.

44. The capital expenditure and investment decision making process is the governance framework used by the Council when making decisions relating to the capital programme. All expenditure must be formally authorised, to ensure funding is in place and clearly understood before any spending decisions are taken. Financial regulations and the scheme of delegation must be adhered to. Other relevant financial controls are:

- Any call on reserves will need to be authorised by the Executive Director, Finance and Corporate Services in consultation with the Chief Executive and Cabinet Member for Finance and Commercial Services.
- All decisions reports will only be progressed if they are fully funded before any spend is incurred
- All Cabinet Member Decisions, Cabinet, and Policy and Accountability Committee (PAC) reports must include full and transparent financial impact section prepared by finance officers (with final sign off by Director of Finance)
- Leader's Urgency reports will only be used in exceptional circumstances, and these must be cleared in advance by the Chief Executive. The Director of Finance must fully consider the financial impact. A Cabinet Urgency Committee has also been established to ensure decisions can be made quickly where these are urgent.
- Committee services will ensure that the correct review and sign off requirements have been followed before any papers are dispatched.

45. The Council's annual Capital Programme is approved by the Cabinet and Full Council. The SLT and Cabinet receive quarterly updates on the programme detailing financial forecasts, risks, and expected outcomes. Variances to the Capital Programme are approved quarterly by Cabinet.
46. Detailed monitoring is also undertaken of significant projects and reported to Finance SLT and the Cabinet Member for Finance and Commercial Services.

Finance Strategy

47. The Capital Strategy is an integral part of the Council's wider finance strategy. As well as informing the capital programme it links directly to the Treasury Management Strategy, Medium Term Financial Strategy and annual revenue budget. The revenue consequences of the programme are also allowed for within the revenue budget.
48. The Business Plan has a strong emphasis on growth and affordable housing and the use of capital to generate revenue. The Council's Building Homes and Communities Strategy, above, sets out a self-funding programme of investment in homes and community assets where the Council will utilise its land and property assets to meet key priorities to deliver affordable housing and support the Council's financial challenge. The Council is considering its approach to development, risk and reward to capture some of the potential benefits, including income from private sale and market rent to support its revenue position and subsidise the creation of new affordable housing. A Development Board is in place to oversee the progress of projects or schemes within the Building Homes and Communities Strategy and manage risk.
49. Alongside the Building Homes and Communities Strategy, work has also begun to develop a more strategic approach to its role as a Corporate Landlord and Corporate Accommodation. This will consider the Council's long-term accommodation requirements, greater corporate oversight of operational asset management, and investment in our data to ensure we are getting value from our property and land holdings. The Council is also developing options to support the Council's investment in the borough to enable the borough's economic recovery from Covid-19 which will be self-financing. Options, governance and appraisal arrangements will be developed over the next financial year. As initiatives are brought forward, they will inform, and be considered as part of, the overall Capital Strategy.

CAPITAL PROGRAMME 2025/26-2028/29

Financial Impact

This report is of a wholly financial nature.

Economic shocks in prior years have led to labour and supply constraints, plus cost pressures for works and materials and pressure on wages. These shocks have had a material negative impact on the delivery and cost estimate of capital works resulting in slippage as well as a need for additional funding to complete projects. The latest 2024 inflation rate (November), as measured by the Consumer Price Index (CPI), was 2.6% with the Bank of England (BoE) forecasting that it will likely remain above the targeted 2% throughout 2025. The headline Bank of England interest rate remains high (currently 4.75% compared to 0.25% in December 2021) however it has reduced by 0.25% in recent

months and there are indications that further reductions may be forthcoming as the inflationary pressures subside.

For the council, as it borrows primarily from the Public Works Loans Board (PWLB), this interest rate regarding long-term borrowing now stands at 5.2% compared to 1.5% in December 2021.

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 for both General Fund and HRA services. 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, have been utilised over the previous periods and will continue to be monitored with the Council's Treasury Management Team. However, these are only short term measures, and a longer term strategy will need to be considered for future capital investment. The revenue affordability and financial sustainability of the council's current, and future, capital expenditure plans, including self-financing schemes, will also need to be reviewed on ongoing basis and as part of the development of the future capital programme.

Andre Mark, Head of Strategic Planning and Investment, 03 January 2025

Legal Implications

The Executive Director of Finance and Corporate Services is responsible for ensuring that a four-year rolling capital programme and capital strategy is prepared jointly with SLT directors. This must be submitted on an annual basis for consideration by Cabinet before being approved by Full Council (Financial Regulation 3.12). There are no direct legal implications in relation to this report. Legal advice will be sought for each Procurement within the programme which will need comply with the Council's Contract Standing Orders and Financial Regulations.

Verified by Glen Egan, Assistant Director Legal, 7 January 2025

Background Papers Used in Preparing This Report:

None

CAPITAL PROGRAMME 2025/26-2028/29 - OVERVIEW

1. This report sets out an updated four-year capital expenditure and resource forecast and a capital programme for 2025/26 to 2028/29, as summarised in Table 1 below. A detailed analysis of specific schemes by service is included in Appendix 1.

Table 1 - Capital Programme 2025/26 to 2028/29

	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Total Budget (All years) £'000
CAPITAL EXPENDITURE					
People	8,099	5,040	4,314	-	17,453
Place	67,985	5,636	6,270	4,776	84,667
Finance & Corporate	1,662	-	-	-	1,662
Total Expenditure GF	77,746	10,676	10,584	4,776	103,782
Housing Revenue Account	135,842	115,955	88,786	87,931	428,514
Total Expenditure HRA	135,842	115,955	88,786	87,931	428,514
Total Expenditure	213,588	126,631	99,370	92,707	532,296
CAPITAL FINANCING - General Fund					
Specific/External Financing:					
Government/Public Body Grants	8,799	5,040	4,314	-	18,153
Grants and Contributions from Private Developers (includes S106/CIL)	6,100	500	1,494	-	8,094
Capital Grants/Contributions from Non-departmental public bodies	915	-	-	-	915
Capital Grants and Contributions from GLA Bodies	408	-	-	-	408
Sub-total - Specific Financing	16,222	5,540	5,808	-	27,570
Mainstream Financing (Internal):					
Capital Receipts (GF)	1,417	-	-	-	1,417
Earmarked Reserves (Revenue)	1,060	-	-	-	1,060
Sub-total - Mainstream Funding	2,477	-	-	-	2,477
Borrowing-General Fund	58,802	5,136	4,776	4,776	73,490
Borrowing -HRA	245	-	-	-	245
Total GF Capital Financing	77,746	10,676	10,584	4,776	103,782
CAPITAL FINANCING - HRA					
Specific/External Financing:					
Government/Public Body Grants	755	-	-	-	755
Grants and Contributions from Private Developers (includes S106/CIL)	631	6,000	6,000	6,000	18,631
Capital Grants and Contributions from GLA Bodies	545	3,388	3,388	3,388	10,709
Leaseholder Contributions	2,700	2,700	2,700	2,700	10,800
Sub-total - Specific Financing	4,631	12,088	12,088	12,088	40,895
Mainstream Financing (Internal):					
1-4-1 receipts	2,674	267	-	-	2,941
Capital Receipts - HRA	8,042	48,478	3,000	3,000	62,520
Major Repairs Reserve (MRR)	16,534	17,128	17,929	18,777	70,368
Sub-total - Mainstream Funding	29,727	66,945	21,800	21,777	135,829
Borrowing -HRA	103,961	37,994	55,769	54,066	251,790
Total HRA Capital Financing	135,842	115,955	88,786	87,931	428,514
Grand Total Financing	213,588	126,631	99,370	92,707	532,296

2. The programme for this period totals £532.3m. The gross programme for 2025/26 totals £213.6m. This comprises the General Fund (GF) Programme of £77.7m and the Housing Revenue Account (HRA) Programme of £135.8m.
3. The Regeneration and Development Strategy in the current capital programme includes several General Fund and HRA schemes that are at an early stage of development and the total budget envelope required to complete these schemes have not yet been formally approved or included in the capital programme. As further phases are brought forward and approved, subject to agreement of the business case and confirmation of viability, significant additional borrowing will be incurred by the Council. The capital programme will be updated as and when further phases and schemes are approved.
4. Should these schemes not fully progress there is a risk that some, or all, of the expenditure incurred to date will need to be written off to revenue. In line with the arrangements agreed in the Building Homes and Communities Strategy, the Development Board is providing a gateway and governance process for these schemes before commitment of funds.

GENERAL FUND CAPITAL PROGRAMME

5. The General Fund programme is summarised in Table 2 below with details for each service at Appendix 1.

Table 2 – General Fund Capital Programme 2025/26 to 2028/29

CAPITAL EXPENDITURE					
People	8,099	5,040	4,314	-	17,453
Place	67,985	5,636	6,270	4,776	84,667
Finance & Corporate	1,662	-	-	-	1,662
Total Expenditure GF	77,746	10,676	10,584	4,776	103,782

CAPITAL FINANCING					
Specific/External Financing:					
Use of specific resources (grant/section106/receipts)	18,699	5,540	5,808	-	30,047
Borrowing - General Fund	58,802	5,136	4,776	4,776	73,490
Borrowing - HRA*	245				245
Total Capital Financing	77,746	10,676	10,584	4,776	103,782

*0.245m borrowing from the HRA is in respect of the Tectonic 2 Device Refresh project

6. Table 3 below shows the projects funded from mainstream resource (borrowing or capital receipts) and comprises the progression and completion of existing schemes and the continuation of rolling programmes. It incorporates expenditure slippage from the 2024/25 programme as detailed in the 2024/25 quarter 3 capital monitoring report.

Table 3 – General Fund Mainstream Programme 2025/26 to 2028/29

	Indicative Budget 2025/26 £'000	Indicative Budget 2026/27 £'000	Indicative Budget 2027/28 £'000	Indicative Budget 2028/29 £'000	Total Budget (All years) £'000
Approved Expenditure					
Ad Hoc Schemes:					
Business Intelligence Infrastructure [F&C]	52	-	-	-	52
Tech-tonic 2 Device refresh [F&C]	1,365	-	-	-	1,365
WMC JV Exit Costs [Place]	1,857	-	-	-	1,857
Carnwath Road [Place]	1,870	-	-	-	1,870
Hammersmith Bridge Pre Restoration Works [Place]	2,680	-	-	-	2,680
Green Investment Projects [Place]	3,245	-	-	-	3,245
North End Road - Good Growth Fund [Place]	350	-	-	-	350
Leisure Centre Capital Investment [Place]	150	-	-	-	150
Corporate Planned Maintenance Programme [Place]	6,517	2,400	2,400	2,400	13,717
Waste Collection and Disposal Projects [Place]	5,404	-	-	-	5,404
Footways and Carriageways [Place]	2,034	2,030	2,030	2,030	8,124
Column Replacement [Place]	346	346	346	346	1,384
Hammersmith Town Hall Refurbishment [Place]	15,319	-	-	-	15,319
Mund Street [Place]	973	360	-	-	1,333
Total Mainstream Programmes	42,273	5,136	4,776	4,776	56,961
Financing					
Capital Receipts	1,417	-	-	-	1,417
Increase/(Decrease) in Borrowing	40,856	5,136	4,776	4,776	55,544
Total Financing	42,273	5,136	4,776	4,776	56,961

7. The mainstream programme contains £28.6m of rolling programmes budgets for the corporate planned maintenance (£13.7m including slippages from previous years), footways and carriageways (£8.1m) and street lighting and column replacement (£1.4m). The capital programme approves a funding envelope for rolling programmes. It does not approve the detail of how such funding is utilised. It is the responsibility of the responsible Executive Director to agree a planned programme of works in consultation with the Executive Director, Finance and Corporate Services and the lead Cabinet Member.
8. The mainstream programme presented in Table 3 does not include self-financing schemes (where the net General Fund revenue borrowing costs are nil). Whilst the schemes will impact the Council's CFR, it is assumed that all Minimum Revenue Payment (MRP) and interest costs will be fully reimbursed through the charging of a state-aid compliant interest rate, loan repayment and commercial income.
9. Such self-financing borrowing is forecast to decrease by £11m over the next 4 years and relates to the Civic Campus development. Detailed programme management and officer and member governance arrangements are in place to ensure that officers and members understand the key financial assumptions and risks associated with the self-

financing schemes. These schemes are subject to regular monitoring and scrutiny. Table 4 summarises forecast spend on these schemes.

Table 4 - Self-financing schemes and loans CFR movements 2025/26-2028/29

Indicative Budget 2025/26	Indicative Budget 2026/27	Indicative Budget 2027/28	Indicative Budget 2028/29	Total Budget (All years)
£'000	£'000	£'000	£'000	£'000

Approved Expenditure					
Ad Hoc Schemes:					
Acquisition of commercial units (Civic Campus) [Place]	16,196	-	-	-	16,196
Commercial Units- Cinema Fit Out [Place]	1,750	-	-	-	1,750
Total Mainstream Programmes	17,946	-	-	-	17,196

Financing					
Increase/(Decrease) in Borrowing	17,946	-	-	-	17,946
Total Financing	17,946	-	-	-	17,946

10. General Fund debt is measured by the Capital Finance Requirement (CFR). The CFR measures an authority's underlying need to borrow for a capital purpose. It is considered by the Chartered Institute of Public Finance Accountancy (CIPFA) as the best measure of Council debt as it reflects both external and internal borrowing. The forecast for the General Fund CFR is shown in Table 5 below.

Table 5 - Forecast General Fund headline Capital Financing Requirement (CFR)

GENERAL FUND CFR ANALYSIS	2024/25	2025/26	2026/27	2027/28	2028/29
HEADLINE CFR EXCLUDING SELF FINANCING SCHEMES AND LOANS	£m	£m	£m	£m	£m
Opening Capital Finance Requirement (CFR)	163.09	187.30	225.64	226.83	227.64
Revenue Repayment of Debt (MRP)	(2.72)	(2.51)	(3.94)	(3.97)	(4.00)
Mainstream Programme (Surplus)/Shortfall	26.93	40.86	5.14	4.78	4.78
Closing Capital Finance Requirement (CFR)	187.30	225.64	226.83	227.64	228.42
SELF FINANCING SCHEMES AND LOANS	£m	£m	£m	£m	£m
Opening Capital Finance Requirement (CFR)	88.23	71.89	64.72	63.43	62.16
Revenue Repayment of Debt (MRP)	-	(0.11)	(1.29)	(1.27)	(1.24)
Repayment of loans	(32.06)	(25.00)	-	-	-
In Year Borrowing	15.71	17.95	-	-	-
Closing Capital Finance Requirement (CFR)	89.83	64.72	63.43	62.16	60.92
Finance leases/PFI/ Deferred costs of disposal	11.69	10.99	10.29	9.59	8.89

Total Closing GF CFR	270.87	301.35	300.55	299.39	298.22
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11. The forecast General Fund Headline CFR (excluding self-financing schemes) at the start of 2025/26 is £187.3m and is expected to increase to £228.42m by the end of 2028/29. The net increase of £41.1m over the next four years will add a revenue budget pressure, relating to the borrowing costs (MRP plus external interest), of c£3.3m²per annum by the end of 2028/29.
12. Any capital receipts received during the year may be applied to lower the closing CFR. In addition, the Council may opt to apply additional Section 106 or CIL identified during the year to fund eligible elements of the capital programme to reduce the closing CFR. The current General Fund capital receipts forecast contained in this report assumes no new receipts for financial years 2025/26 - 2028/29. Should capital receipts be identified, they will be added to the programme, as an additional funding source, and will reduce the forecast CFR and MRP.
13. The Council is required to make an annual provision from revenue, known as the Minimum Revenue Provision (MRP), which set-asides resource to repay debt and in so doing reduces the CFR. The Council's 2025/26 MRP policy is set out in Appendix 3.
14. The MRP payments (including self-financing schemes) are forecast to be £2.63m for 2025/26, raising to £5.24m in 2028/29.
15. Several affordable housing schemes (already approved or subject to future approvals) contain use of General Fund land for their development and further appropriations of the General Fund land to HRA will be required. The timing of the actual appropriations is to be confirmed but is expected to be prior to build completion and will be reported through the Council's quarterly capital budget monitoring process. Such an appropriation would trigger a transfer of debt from the General Fund to the HRA equal to an appropriate valuation of the site. The legal and financial details of this will be set out in a future decision. For monitoring purposes, current capital programme assumes the split between General Fund and HRA, as per the Cabinet recommendation. However, should the scheme be cancelled before the completion of HRA affordable homes, there is a risk that costs associated with the termination could impact General Fund revenue budgets.
16. The current capital programme forecast is based on known funding allocations as at December 2024 and will be updated in accordance with relevant government spending announcements. This will include a review of Children's Services and Disabled Facilities Grant (DFG) allocations. At present schools' funding is not confirmed by Government beyond 2024/25. As additional grants and contributions are confirmed, the General Fund capital programme will increase.

HOUSING REVENUE ACCOUNT (HRA) CAPITAL PROGRAMME

17. The HRA Capital Programme expenditure and resource forecast is summarised in Table 6 and detailed in Appendix 1.

² Cost of borrowing calculated using current PWLB rate of 5.3% and MRP rate of 2.65%.

Housing Expenditure and Resource Forecast 2025-29

CAPITAL EXPENDITURE					
Place (HRA)	65,683	34,764	11,368	9,388	121,203
Housing (HRA)	70,159	81,191	77,418	78,543	307,311
Total Expenditure HRA	135,842	115,955	88,786	87,931	428,514

CAPITAL FINANCING					
Specific/External Financing:					
Use of specific resources (grant/section106/receipts)	31,881	77,961	33,017	33,865	176,724
Borrowing	103,961	37,994	55,769	54,066	251,790
Total Capital Financing	135,842	115,955	88,786	87,931	428,514

18. The forecast Housing Capital Finance Requirement (HRA CFR) is shown in Table 7, below.

Table 7– Housing CFR Forecast 2025-29

HRA CFR Forecast	2024/25	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m	£m
Opening HRA CFR	348.34	451.19	555.40	593.39	649.16
In Year Borrowing	102.85	104.21	37.99	55.77	54.07
Closing HRA CFR	451.19	555.40	593.39	649.16	703.23

19. The HRA CFR is forecast to be £555.4 by the end of 2025/26 and £703.2m by the end of 2028/29. The significant borrowing costs that arise from the increase in the HRA CFR will impact on future HRA revenue budgets. This impact is regularly assessed as part of the HRA Business Plan and is reflected in the proposed 2024/25 HRA revenue budget.

20. As set out in the HRA business plan the increase in borrowing costs will require significant additional HRA revenue savings to be made. There are also multiple interacting assumptions and risks that need to be regularly stress tested and reviewed to ensure the underlying strength and resilience of the plan. Key risks that need to be closely monitored to ensure the delivery and affordability of the Strategy include:

- Interest rate changes. The current base case uses borrowing rates after consultation with the Council's Treasury Advisor. However, there is a risk that inflation and interest rates may not fall at the same rate as the business plan anticipates or that inflation and / or interest rates rise further above the long term assumptions within the business plan.
- Rent Regulation. Amongst other policy announcements, the Government is currently consulting on an updated rent policy which will limit rental income increases for social and affordable rents to CPI + 1%, and this would be in place

for the next 5 years from the 1st of April 2026. Whilst this is welcomed for medium term planning and decision making, there is a risk that labour and material inflation may outstrip this for future years.

- New developments. Building additional homes not only provides much needed affordable housing for the boroughs' residents but is also a key factor in the HRA's future viability. If new build developments were to cease completely then it is estimated that additional revenue savings of £0.8m above the base model savings requirement would be required.
- Build and works inflation. A mounting concern is inflation with supply constraints and labour shortages, driven by Covid and Brexit, leading to higher prices and pressure on wages.
- Climate change funding. The Strategy includes climate change investment of £213m and it is assumed that this will be funded by 50% borrowing/recharges and 50% government grant. There is risk that lower grant funding will be identified/awarded, and this may further impact on the HRA CFR.

21. Right to Buy (RTB) one-for-one receipts need to be repaid with interest to Central Government where affordable housing schemes do not proceed. These receipts are ringfenced to the provision of affordable housing within five years of receipt. The existing approved Housing Development schemes and the pipeline of yet to be approved schemes³ are sufficient to make use of these receipts if delivered on time, however there are risks to meeting these deadlines.

EQUALITY IMPLICATIONS

22. 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 increase in capital allocations will not impact directly on any group with protected characteristics, under the terms of the Equality Act 2010.

VAT IMPLICATIONS

23. With regard to all major capital schemes and disposals, the Council will need to give careful consideration to its VAT partial exemption threshold. Ordinarily, entities cannot reclaim VAT incurred in the provision of VAT exempt activities, however special provision for Local Authorities means that Council can reclaim such costs, providing these do not exceed 5% of the Council's total VAT reclaimed in any one year. This threshold is known as the Council's Partial Exemption Limit. If this threshold is breached without HMRC mitigation, then all VAT incurred in support of exempt activities, in that year, can no longer be reclaimed from HM Revenue and Customs (HMRC) and becomes payable by the Council. This would represent a cost of approximately £2m per year of breach.

24. Capital transactions represent a significant portion of the Council's VAT exempt activity and accordingly pose the biggest risk to the partial exemption threshold. The Council monitors the partial exemption position closely, however unanticipated expense or slippages can present challenges to this process. The Cabinet has adopted the following VAT policy to aid the management of the Partial Exemption position:

³ The housing development pipeline was presented to Cabinet on 3 March 2020 in the report "Financial Plan for Council Homes".

- In all cases of new or reprofiled projects, the Corporate Accountancy, Systems and Tax team 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.

RISK MANAGEMENT

25. The report content presents a balanced and measured profile of the main aspects, risks and issues relating to the Capital Programme and its deliverables. The exposure to property market conditions, consultation requirements, potential delays due to legal challenge, gaining planning consent, protracted negotiations, or exchange of contracts with potential purchasers are known risks and these are outlined in the report. Furthermore, are the impacts of the Covid-19 pandemic on the economy coupled with Brexit impacting on prices in the short and potentially longer term, along with high levels of inflation, which will affect construction related costs and increases in interest rates which will impact on the cost of borrowing. The report identifies a number of risks identified in the report which could impact on the delivery of the HRA Business Plan and strategy, and the need for robust monitoring to continue in respect of these risks.

26. Risk mitigation is undertaken on a case-by-case basis, and it is the responsibility of departments to capture risks that may affect the successful delivery of capital projects contained in their programme in their departmental registers. A number of significant opportunity risks to regenerate areas of the borough have previously been considered on the Council's risk register which has been reviewed by the Strategic Leadership Team. Exposure to risks such as the potential for Fraud and Bribery in relation to its property and asset dealings are covered through the Council's existing Anti-Fraud and Bribery policies. The service maintains a register of key risks, where there may become significant, they may be escalated to the corporate level.

Implications completed by: David Hughes, Director of Audit, Fraud, Risk and Insurance, 28 November 2024

LIST OF APPENDICES:

Appendix 1 – Council Capital Programme by Service Area

Appendix 2 – Minimum Revenue Provision (MRP) Statement 2025/26

APPENDIX 1 – Detailed Analysis by Service

2025/26	2026/27	2027/28	2028/29	Total Budget (All years)
£'000	£'000	£'000	£'000	£'000

CAPITAL EXPENDITURE					
People	8,099	5,040	4,314	-	17,453
Place (General Fund)	67,985	5,636	6,270	4,776	84,667
Finance & Corporate	1,662	-	-	-	1,662
Sub-total (General Fund)	77,746	10,676	10,584	4,776	103,782
Place (HRA)	65,683	34,764	11,368	9,388	121,203
Housing (HRA)	70,159	81,191	77,418	78,543	307,311
Sub-total (HRA)	135,842	115,955	88,786	87,931	428,514
Total Expenditure	213,588	126,631	99,370	92,707	532,296

CAPITAL FINANCING					
Specific/External Financing:					
Government/Public Body Grants	9,554	5,040	4,314	-	18,908
Grants and Contributions from Private Developers (includes S106/CIL)	6,731	6,500	7,494	6,000	26,725
Capital Grants/Contributions from Non-departmental public bodies	915	-	-	-	915
Capital Grants and Contributions from GLA Bodies	953	3,388	3,388	3,388	11,117
Leaseholder Contributions	2,700	2,700	2,700	2,700	10,800
Sub-total - Specific Financing	20,853	17,628	17,896	12,088	68,465
Mainstream Financing (Internal):					
Capital Receipts (GF)	1,417	-	-	-	1,417
1-4-1 receipts	2,674	267	-	-	2,941
Capital Receipts - HRA	8,042	48,478	3,000	3,000	62,520
Major Repairs Reserve (MRR)	16,534	17,128	17,929	18,777	70,368
Earmarked Reserves (Revenue)	1,060	-	-	-	1,060
Sub-total - Mainstream Funding	29,727	65,873	20,929	21,777	138,306
Borrowing-General Fund	58,802	5,136	4,776	4,776	73,490
Borrowing -HRA	104,206	37,994	55,769	54,066	252,035
Total Capital Financing	213,588	126,631	99,370	92,707	532,296

APPENDIX 1 – Detailed Analysis by Service

Future Years Budgets					
Place - HRA schemes	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	Total Budget (All years)
	£'000	£'000	£'000	£'000	£'000
Scheme Expenditure Summary					
Development Programme					
White City Estate Regeneration	365	-	-	-	365
Becklow Gardens	806	203	-	-	1,009
Barclay Close	285	50	-	-	335
Jepson House	1,200	1,178	-	-	2,378
The Grange	960	99	-	-	1,059
Hartopp & Lannoy	23,900	3,995	1,000	-	28,895
Farm Lane	10,000	3,737	400	-	14,137
Lillie Road	8,500	12,100	580	-	21,180
Subtotal Development Programme	46,016	21,362	1,980	-	69,358
Regeneration Capital Schemes					
Stanhope Joint Venture	400	9,388	9,388	9,388	28,564
Old Laundry Yard	903	653	-	-	1,556
Education City	18,000	3,361	-	-	21,361
Property Acquisition for Affordable Housing	133	-	-	-	133
Subtotal Regeneration Capital Schemes	19,436	13,402	9,388	9,388	51,614
Planning and Corporate Property					
Nourish Project (Good Growth Fund)	231	-	-	-	231
Subtotal Planning and Corporate Property	231	-	-	-	231
Total Place -HRA Schemes	65,683	34,764	11,368	9,388	121,203

APPENDIX 1 – Detailed Analysis by Service

	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	Total Budget (All years)
	£'000	£'000	£'000	£'000	£'000
Capital Financing Summary					
Specific/External or Other Financing					
Grants and Contributions from Private Developers (includes S106)	631	6,000	6,000	6,000	18,631
RtB GLA Ringfence and Affordable Housing Grants	545	3,388	3,388	3,388	10,709
Sub-total - Specific or Other Financing	1,176	9,388	9,388	9,388	29,340
Mainstream Financing (Internal Council Resource)					
Capital Receipts (HRA)	5,842	46,278	-	-	52,120
1-4-1 capital receipts	2,674	267	-	-	2,941
Sub-total - Mainstream Funding	8,516	46,545	-	-	55,061
HRA Borrowing	55,991	(21,169)	1,980	-	36,802
Total Capital Financing	65,683	34,764	11,368	9,388	121,203

APPENDIX 1 – Detailed Analysis by Service

Place- General Fund Schemes	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	Total Budget (All years)
	£'000	£'000	£'000	£'000	£'000
Scheme Expenditure Summary					
<i>Civic Campus</i>					
Hammersmith Town Hall Refurbishment	15,319	-	-	-	15,319
Acquisition of commercial units	16,196	-	-	-	16,196
Commercial Units- Cinema Fit Out	1,750	-	-	-	1,750
Sub-total -Civic Campus	33,265	-	-	-	33,265
<i>Development Programme</i>					
Mund Street	973	360	-	-	1,333
Sub-total -Development Programme	973	360	-	-	1,333
<i>Regeneration Capital Schemes</i>					
West Kensington & Gibbs Green Public Realm	1,400	500	500	-	2,400
WMC JV Exit Costs	1,857	-	-	-	1,857
Sub-total- Regeneration Capital Schemes	3,257	500	500	-	4,257
<i>Planning and Corporate Property</i>					
Planned Maintenance/DDA Programme	6,517	2,400	2,400	2,400	13,717
Carnwath Road	1,870	-	-	-	1,870
North End Road - Good Growth Fund	350	-	-	-	350
Sub-total -Planning and Corporate Property	8,737	2,400	2,400	2,400	15,937
Total Expenditure	46,232	3,260	2,900	2,400	54,792

APPENDIX 1 – Detailed Analysis by Service

Place- General Fund Schemes	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	Total Budget (All years)
	£'000	£'000	£'000	£'000	£'000
Capital Financing Summary					
Specific/External or Other Financing					
Grants and Contributions from Private Developers (includes S106)	1,400	500	500	-	2,400
Sub-total - Specific or Other Financing	1,400	500	500	-	2,400
GF Borrowing	44,832	2,760	2,400	2,400	52,392
Total Borrowing	44,832	2,760	2,400	2,400	52,392
Total Capital Financing	46,232	3,260	2,900	2,400	54,792

APPENDIX 1 – Detailed Analysis by Service

Place- General Fund Schemes	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	Total Budget (All years)
	£'000	£'000	£'000	£'000	£'000
Climate Change and Transport					
Footways and Carriageways	150	150	150	150	600
Transport For London Schemes	408	-	-	-	408
Other Highways Capital Schemes	4,511	-	994	-	5,505
Green Investment Projects	3,245	-	-	-	3,245
Sub-total- Climate Change and Transport	8,314	150	1,144	150	9,758
Hammersmith Bridge					
Hammersmith Bridge Stabilisation Works	700	-	-	-	700
Hammersmith Bridge Pre Restoration Works	2,680	-	-	-	2,680
Sub-total- Hammersmith Bridge	3,380	-	-	-	3,380
Public Realm					
Footways and Carriageways	1,884	1,880	1,880	1,880	7,524
Column Replacement	346	346	346	346	1,384
Other Highways Capital Schemes	700	-	-	-	700
Waste Collection and Disposal Projects	5,404	-	-	-	5,404
Kings Coronation Youth Fund	462	-	-	-	462
Parks Projects	485	-	-	-	485
Leisure Centre Capital Investment	150	-	-	-	150
Sub-total- Public Realm	9,431	2,226	2,226	2,226	16,109
Public Protection					
Public CCTV	628	-	-	-	628
Sub-total- Public Protection	628	-	-	-	628
Total Expenditure	21,753	2,376	3,370	2,376	29,875
Capital Financing Summary					
Specific/External or Other Financing					
Capital Grants from Central Government	700	-	-	-	700
Grants and Contributions from Private Developers (includes S106/S278)	4,700	-	994	-	5,694
Capital Grants/Contributions from Non-departmental public bodies	915	-	-	-	915
Capital Grants and Contributions from GLA Bodies	408	-	-	-	408
Sub-total - Specific or Other Financing	6,723	-	994	-	7,717
Use of Reserves					
Use of Reserves	1,060	-	-	-	1,060
Sub-total - Mainstream Funding	1,060	-	-	-	1,060
Borrowing					
Borrowing	13,970	2,376	2,376	2,376	21,098
Total Capital Financing	21,753	2,376	3,370	2,376	29,875

APPENDIX 1 – Detailed Analysis by Service

People	Future Years Budgets				
	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	Total Budget (All years)
	£'000	£'000	£'000	£'000	£'000
Scheme Expenditure Summary					
Children's Services					
SEN sufficiency	3,011	3,334	2,807	-	9,152
Basic Need Placement Sufficiency	88	221	-	-	309
Windows & decarbonisation	2,848	-	-	-	2,848
School Maintenance Programme	2,152	1,485	1,507	-	5,144
Subtotal Children's Services	8,099	5,040	4,314	-	17,453
Capital Financing Summary					
Specific/External or Other Financing					
Capital Grants from Central Government	8,099	5,040	4,314	-	17,453
Total Capital Financing	8,099	5,040	4,314	-	17,453

APPENDIX 1 – Detailed Analysis by Service

Finance and Corporate Services

Future Years Budgets

2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	Total Budget (All years)
£'000	£'000	£'000	£'000	£'000

Scheme Expenditure Summary

Tech-tonic 2 Device refresh	1,610	-	-	-	1,610
Business Intelligence Infrastructure	52	-	-	-	52
Total Expenditure	1,662	-	-	-	1,662

Capital Financing Summary

Mainstream Financing (Internal Council Resource)

Capital Receipts	1,417	-	-	-	1,417
Sub-total - Mainstream Funding	1,417	-	-	-	1,417
Borrowing (HRA)	245	-	-	-	245
Total Capital Financing	1,662	-	-	-	1,662

APPENDIX 1 – Detailed Analysis by Service /cont.

Housing

Future Years Budgets

2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	Total Budget (All years)
£'000	£'000	£'000	£'000	£'000

Scheme Expenditure Summary

HRA Asset Management and Compliance Programme

Major Refurbishment Works	13,974	6,205	6,026	8,118	34,323
Fire Safety Compliance Programme	6,534	3,148	3,652	6,603	19,937
Fire Safety Complex Schemes	10,016	24,676	13,577	-	48,269
Lift Schemes	2,912	1,404	1,079	800	6,195
Heating Schemes	6,975	7,000	5,635	3,000	22,610
Safety Works - Electrical	4,933	5,100	5,100	6,500	21,633
Safety Works	6,285	14,369	9,989	16,622	47,265
Void Works	1,201	1,200	1,400	1,200	5,001
Other Capital Improvements	1,497	915	1,148	1,218	4,778
Capitalised salaries	10,822	10,822	10,822	10,822	43,288
Capitalised repairs	3,500	3,500	3,982	4,000	14,982
Climate Emergency and Other future works	1,510	2,852	15,008	19,660	39,030
HRA Asset Management and Compliance Programme	70,159	81,191	77,418	78,543	307,311

Capital Financing Summary

Specific/External or Other Financing

Capital Grants from Central Government	755	-	-	-	755
Contributions from leaseholders	2,700	2,700	2,700	2,700	10,800
Sub-total - Specific or Other Financing	3,455	2,700	2,700	2,700	11,555

Mainstream Financing (Internal Council Resource)

Capital Receipts (HRA)	2,200	2,200	3,000	3,000	10,400
Major Repairs Reserve (MRR) / Major Repairs Allowance (MRA)	16,534	17,128	17,929	18,777	70,368
Sub-total - Mainstream Funding	18,734	19,328	20,929	21,777	80,768

Borrowing (HRA)	47,970	59,163	53,789	54,066	214,988
Total Capital Financing	70,159	81,191	77,418	78,543	307,311

APPENDIX 2- MINIMUM REVENUE PROVISION (MRP) STATEMENT 2025/26

1. This statement covers the minimum revenue provision (MRP) that Hammersmith & Fulham Council will set-aside from revenue to reduce borrowing and credit liabilities arising from capital expenditure.
2. Regulations 27 and 28 in the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 [SI3146, as amended] require local authorities to make a prudent amount of minimum revenue provision (MRP). The Secretary of State (Ministry for Housing, Communities and Local Government) issued statutory guidance on determining the “prudent” level of MRP, to which this Council is required to have regard, in 2018. This guidance applies for accounting periods starting on or after 1 April 2019. The MRP will, over time, reduce the CFR.
3. The statutory guidance lists a number of options for calculating MRP. In addition to MRP, authorities can make voluntary provisions to reduce the CFR. These provisions can be made from capital or revenue resources. Voluntary reduction of the CFR delivers a benefit to revenue in the subsequent year as it reduces the mandatory MRP charge.
4. No MRP is required in respect of the Housing Revenue Account (HRA).

Annual MRP Statement – frequency of update and approval

5. The Secretary of State recommends that before the start of each financial year, Hammersmith & Fulham prepares a statement of its policy on making MRP in respect of that financial year and submits it to the Full Council. The statement should indicate how it is proposed to discharge the duty to make prudent MRP in the financial year. If it is ever proposed to vary the terms of the original statement during the year, a revised statement should be put to the Council at that time.

Meaning of “Prudent Provision”

6. The broad aim of prudent provision is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.

Supported Capital Expenditure or Capital Expenditure incurred before 1 April 2008:

7. MRP is calculated using Option 1 - Regulatory Method. The MRP formula contains a ‘floor’ - known as ‘Adjustment A’ - which has been individually fixed for all authorities. When the CFR drops below this level, MRP is no longer payable. For Hammersmith & Fulham, the floor has been set at £43.2m. In short, there is no revenue incentive to reduce the CFR below this level. For the expenditure above Adjustment A, the MRP rate will be calculated based on useful asset lives.

Capital Expenditure incurred after 1 April 2008 (unsupported borrowing):

8. The guidance states for all capitalised expenditure incurred on or after 1 April 2008, which is (a) financed by borrowing or credit arrangements; and (b) treated as capital expenditure by virtue of either a direction under section 16(2)(b) of the 2003 Act or regulation 25(1) of the 2003 Regulations, the authority should make MRP in accordance with Option 3 Asset Life Method. This method spreads the cost over the estimated life of an asset.
9. The determination as to which scheme is funded from borrowing and which from other sources shall be made by the Executive Director, Finance and Corporate Services. Where an asset is only temporarily funded from borrowing in any one financial year and it is intended that its funding be replaced with other sources by the following year, no MRP shall apply.
10. MRP commencement: When borrowing to provide an asset, the authority may treat the asset life as commencing in the year in which the asset first becomes operational. The Council's policy is to postpone beginning to make MRP until the financial year following the one in which the asset becomes operational. "Operational" here has its standard accounting definition. Investment properties should be regarded as becoming operational when they begin to generate revenues.
11. 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).
12. 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 funded by borrowing.
13. Loans and grants towards capital expenditure by third parties: MRP should be charged using useful economic life of the assets for in relation to which the third-party expenditure is incurred and similarly will be charged once assets are operational.
14. Finance leases and PFI: In the case of finance leases and on-balance sheet PFI contracts, the MRP requirement would be regarded as met by a charge equal to the element of the rent/charge that goes to write down the balance sheet liability. Where a lease (or part of a lease) or PFI contract is brought onto the balance sheet, having previously been accounted for off-balance sheet, the MRP requirement would be regarded as having been met by the inclusion in the charge, for the year in which the restatement occurs, of an amount equal to the write-down for that year plus retrospective writing down of the balance sheet liability that arises from the restatement.
15. The Executive Director, Finance and Corporate Services is responsible for implementing the Minimum Revenue Provision Statement and has managerial, operational and financial discretion necessary to ensure that MRP is calculated in accordance with this Statement and with regulatory and financial requirements and resolve any practical interpretation issues.

Agenda Item 6.5

London Borough of Hammersmith and Fulham

Report to: Full Council

Date: 26/02/2025

Subject: Treasury Management Strategy Statement 2025/26

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

Report author: Sophie Green, Treasury Manager

Responsible Director: Sukvinder Kalsi, Executive Director of Finance & Corporate Services

SUMMARY

This report sets out the Council's proposed Treasury Management Strategy Statement and Annual Investment Strategy for 2025/26 and seeks authority for the Strategic Director of Finance to deliver the treasury management activities as set out in the report.

The report is also designed to demonstrate compliance with the Local Government Act 2003, other regulations and statutory guidance for ensuring that the Council's borrowing and investment plans are prudent, affordable and sustainable, and comply with statutory requirements.

RECOMMENDATIONS

It is recommended that:

1. Approval be given to the future borrowing and investment strategies as outlined in this report.
 2. The Strategic Director of Finance, in consultation with the Cabinet Member for Finance and Reform, be delegated authority to manage the Council's cash flow, borrowing and investments in 2025/26 in line with this report.
 3. In relation to the Council's overall borrowing for the financial year, to approve the Prudential Indicators as set out in this report and the revised Annual Investment Strategy set out in Appendix E.
-

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
<ul style="list-style-type: none"> Building shared prosperity 	Achieve best value for money in investment and borrowing decisions.
<ul style="list-style-type: none"> Being ruthlessly financially efficient 	Effective management of the Council's cashflow resources.

Financial Impact

This report is wholly of a financial nature.

Phil Triggs, Director of Treasury and Pensions

Verified by Sukvinder Kalsi, Executive Director of Finance and Corporate Services, 6 January 2025

Legal Implications

The Local Government Act 2003 and the regulations made under that Act require the Council to:

- set out an annual statement of its treasury management strategy for borrowing, having regard to the Prudential Code and setting out the Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.
- prepare an Annual Investment Strategy, setting out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.

The Treasury Management Strategy Statement and Annual Investment Strategy must both have regard to guidance issued by the Ministry for Housing, Communities, and Local Government (MHCLG) and must be approved by the Full Council.

All other legal implications are contained within the body of the report.

Verified by Jade Monroe, Chief Solicitor, 7 January 2025

Background Papers Used in Preparing This Report – ALL PUBLISHED

- Treasury Management Strategy Statement 2023/24 (approved by Council February 2023)
- Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, as amended
- MHCLG guidance on minimum revenue provision (4th Edition, 2018)
- MHCLG guidance on local government investments (3rd Edition, 2018)

- CIPFA Prudential Code for Capital Finance in Local Authorities (2021 Edition)
 - CIPFA Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes (2021 Edition)
-

DETAILED ANALYSIS

BACKGROUND

1. The Council is required to set a balanced budget, which means that resources available during the year are budgeted for to meet expenditure. Part of the treasury management operation is to ensure that:
 - The Council's capital programme and corporate investment plans are adequately funded.
 - Cash flow is adequately planned, with cash being available when needed to discharge the Council's legal obligations and to deliver Council services.
 - Surplus monies are invested wisely in counterparties or financial instruments commensurate with the Council's low risk appetite, providing security of capital and adequate liquidity before considering investment yield.
2. Treasury management strategies provide a guide to the borrowing needs of the Council, essentially long-term cash flow planning, to ensure that the Council can meet its capital spending obligations. The management of long-term cash may involve arranging long or short-term loans, using cash flow surpluses, or restructuring any debts previously transacted to meet Council risk or cost objectives.
3. The Council has formally adopted CIPFA's Code of Practice on Treasury Management (the Code). The Code and Cross Sectoral Guidance Notes issued in 2021 require that each local authority has a Treasury Management Policy Statement that is approved by the Full Council, and this is set out in Appendix A.
4. The Council also follows other key requirements of the Code as set out in Appendix B. Prospects for interest rate changes and investment returns have been considered in developing and updating the Council's Treasury Management Strategies. The Bank of England published its latest Monetary Policy report in November 2024. CPI inflation fell to 1.70% in September but is expected to increase to around 2.50% by the end of the year.
5. The Bank of England made a majority decision on 7 November 2024 to reduce Bank Rate by 0.25% to 4.75%. The Council's treasury management advisors, Link Asset Services, are currently forecasting a further reduction to 4.50% in March 2025 followed by 4.00% in June 2025.

6. The importance of external economic factors is also a key driver in external parties setting rates and also the availability of instruments in which to invest and borrow. Appendix D sets out the present views of our treasury consultant, Link Asset Services.

7. The remainder of this report comprises the Council's Treasury Management Strategy Statement which covers three main areas as summarised below:
Borrowing

- Overall borrowing strategy
- Limits on external borrowing
- Maturity structure of borrowing
- Capital Financing Requirement (CFR) projections
- Affordability
- Minimum Revenue Provision (MRP) policy
- Borrowing in advance of need
- Debt rescheduling

Capital spending plans

- Capital spending plans
- Housing Revenue Account borrowing needs
- Other investment opportunities

Managing cash balances and investments

- Current cash position
- Cash flow forecast
- Prospects for investment returns
- Council policy on investing and managing risk
- Balancing short and long-term investments
- Annual Investment Strategy

8. The report summarises the key Prudential Indicators. These provide a reference point or “dashboard” so that senior officers and members can easily identify whether approved treasury management policies are being applied correctly in practice and take corrective action as required.

9. The Annual Investment Strategy in Appendix E provides more detail on how the Council's surplus cash investments are to be managed in 2025/26 including approved schedules of specified and non-specified investments.

10. These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, the CIPFA Treasury Management Code and MHCLG Investment Guidance.

BORROWING

Overall borrowing strategy

11. The Council's main objective when borrowing money is to strike an appropriate balance between securing low interest costs and achieving cost certainty over the period for which funds are required.
12. Given the significant historic cuts to public expenditure and local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the long-term stability of the debt portfolio. The key factors influencing the 2025/26 strategy are:
 - forecast capital funding;
 - the current economic and market environment; and
 - interest rate forecasts.
13. The Council is currently maintaining an under-borrowed position. This means that capital expenditure has not been fully funded from loan debt as other funding streams (such as government grants and third-party contributions, use of Council reserves and cash balances and capital receipts) have been employed where available.
14. However, officers are constantly reviewing the situation to see if this remains the appropriate solution, or whether the Council should undertake more long-term borrowing to match the anticipated Capital Financing Requirement (CFR) over the coming years. Given that the Council's resources available for internal borrowing are expected to reduce as capital spending intensifies, the Council needs to maintain flexibility to borrow at opportune moments in line with the approved Prudential Indicators.
15. All new Public Works Loan Board (PWLB) loans are subject to relevant gilt yields +0.80% (certainty rate) in the General Fund, and gilt yields +0.40% for the Housing Revenue Account (HRA).

Alternatives to PWLB

16. The Council's treasury management strategy permits borrowing from various sources, but it has not been previously anticipated that any alternatives to PWLB would need to be utilised for any substantial borrowing, given the current low cost of PWLB funding.
17. In addition to the low interest rate payable, the key advantage of PWLB is the speed and ease of transaction processing and the low fee and administration cost associated with the loans. Alternative types of funding could result in lengthy due diligence, consultancy costs, legal advice and fees, and will be far more costly administratively.

Range of options

18. Alternative options for funding to PWLB include:

- Banks
- Pension fund institutional investors
- Bond issuance
- The Municipal Bonds Agency

Banks

19. Discussions with the Council's treasury consultant suggest that the Council could access borrowing from banks. However, current PWLB certainty rate pricing has resulted in banks being placed in an overly competitive environment.

Pension fund institutional investors

20. Initial indications have suggested that the Council may be able to borrow from institutional investors at rates of around gilt yield plus 1.00% for periods of over 30 to 40 years, via a private placement agreement (PPA). Such an arrangement will be subject to extensive negotiations with the lenders, who will need to carry out due diligence on a Council's finances, budgets and balance sheet.

Bond investors

21. A bond issuance would first require the Council to become credit rated by one (or more) of the major ratings agencies: Fitch, S&P or Moody's. This is a complex, lengthy, repetitive and costly process.

22. The precise rate offered will be market led and dependent on the market's perception of the financial resilience of the authority and its creditworthiness.

23. Councils with significant reserves and a record of not overspending on budget will be able to secure the most advantageous rates. Bond releases typically require a minimum size of at least £200m.

Municipal Bonds Agency

24. This has been in existence since 2013 but has only recently in 2020 transacted its first bond issuance and local authority borrower, at a rate of 1.73%.

Community Municipal Bonds

25. The treasury management strategy will also allow the use of community municipal investments, a bond like instrument, where funds can be raised from multiple investor sources, including individuals.

Future Prospects

26. Alternative opportunities for the Council may well present themselves, and the borrowing strategy will be designed to allow for this. The 'benchmark' for a borrowing opportunity is regarded at around gilts +0.8%. It is unclear at this stage whether feasible PWLB competition will materialise, and it is likely to take some time to do so.
27. Officers will continue to explore alternatives to the PWLB, working with the Council's treasury advisor, Link Asset Services. PWLB rates will also be kept under regular and active review.

Investing Primarily for Yield

28. Under the new Public Work Loans Board (PWLB) framework, the Council will need to submit its three-year capital plan to the PWLB and classify under different areas of spend, listed below, with classification the responsibility of the S151 officer. Any monies lent by the PWLB would also need to be classified under the following areas of spend:
 - Service spending
 - Housing
 - Regeneration
 - Preventative action
 - Treasury Management: refinancing and externalisation of internal borrowing
29. Under the PWLB criteria, it is stipulated: "Local authorities must not pursue a deliberate strategy of using private borrowing or internal borrowing to support investment in an asset that the PWLB would not support and then refinancing or externalising this with a PWLB loan."
30. On transacting a PWLB loan, the S151 officer is required to confirm that the local authority is not borrowing in advance of need and does not intend to buy investment assets primarily for yield. When applying for a new PWLB loan, the Council will be asked to confirm that the latest plans submitted remain current and provide assurance it does not intend to buy investment assets primarily for yield.
31. The PWLB guidance defines investment assets bought primarily for yield as:
 - buying land or existing buildings to let out at market rate;
 - buying land or buildings which were previously operated on a commercial basis which is then continued by the local authority without any additional investment or modification;
 - buying land or existing buildings, other than housing, which generate income and are intended to be held indefinitely, rather than until the achievement of some meaningful trigger, such as the completion of land assembly;

- buying a speculative investment asset (including both financial and non-financial assets) that generates yield without a direct policy purpose.

Limits on external borrowing

32. The Prudential Code requires the Council to set two limits on its total external debt, as set out in Table 1 below. The limits for 2025/26 have remained at the same level compared with the 2024/25 Treasury Management Strategy Statement (TMSS) to reflect slippage in the capital programme from previous years. The limits are:

- **Authorised Limit for External Debt (Prudential Indicator 5a):** This is the limit prescribed by section 3(1) of the Local Government Act 2003, representing the maximum level of borrowing which the Council may incur. It reflects the level of external debt which, while not desired, could be afforded in the short term, but may not be sustainable in the longer term.
- **Operational Boundary (Prudential Indicator 5b):** This is the limit which external debt is not normally expected to exceed. The boundary is based on current debt plus anticipated net financing need for future years.

Table 1: Overall borrowing limits

	2024/25	2025/26	2026/27	2027/28
	Approved	Estimate	Estimate	Estimate
	£m	£m	£m	£m
Authorised Limit for External:				
Borrowing and other long-term liabilities	790	940	960	1,010
Operational Boundary for:				
Borrowing	730	860	900	950
Other long-term liabilities	15	15	15	15
TOTAL	745	875	915	965

Maturity structure of borrowing

33. Managing the profile of when debt matures is essential for ensuring that the Council is not exposed to large, fixed rate sums falling due for refinancing within a short time period, and thus potentially exposing the Council to additional risk and cost. Table 2 below sets out current upper and lower limits for debt maturity which are unchanged from 2024/25.

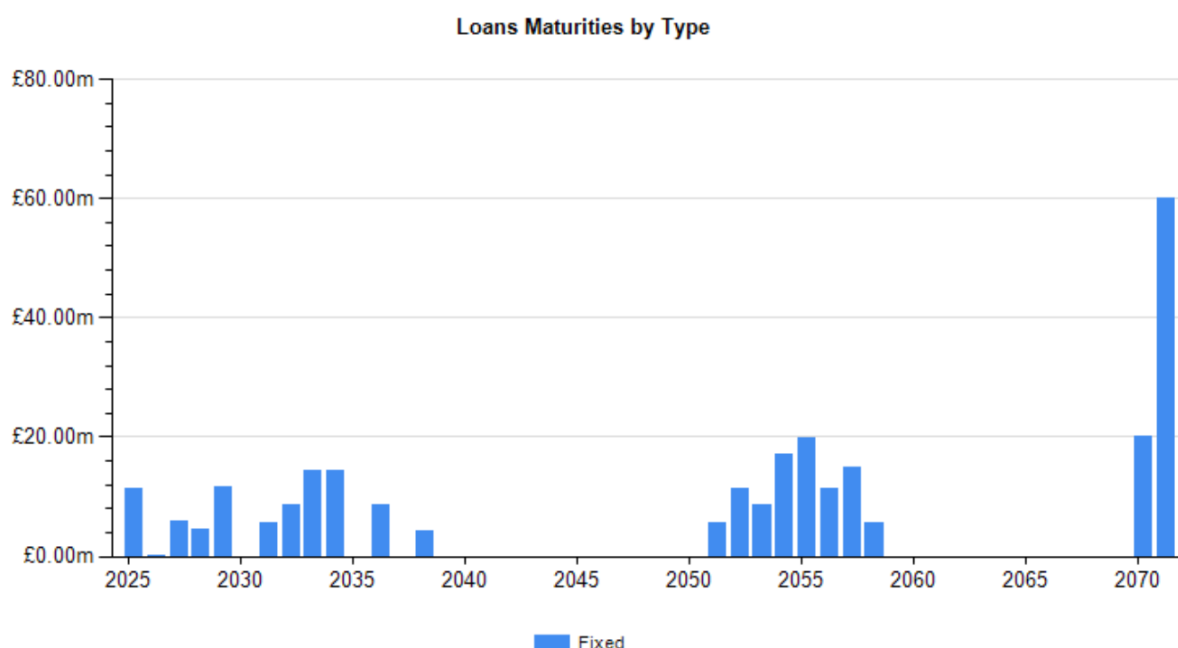
Table 2: Debt maturity profile limits

Period	Actual Maturity at 30 Sep 2024	Actual Maturity at 30 Sep 2024
	£'m	%
0 to 1 year	11	4
1 to 2 Years	6	2
2 to 5 Years	16	6
5 to 10 Years	43	16
10 to 20 Years	13	5
20 to 30 Years	57	22
30 to 40 Years	38	14
40 to 50 Years	80	30
Total	263	100

34. The limit for debt maturity is a maximum 30% in one year. The Council is currently within these limits.

Maturity profile of long-term borrowing

35. The chart below shows that the principal repayment profile for current borrowing (as at 30 September 2024) remains within these limits.



Capital Financing Requirement (CFR)

36. The CFR measures the extent to which capital expenditure has not yet been financed from either revenue or other capital resources. Essentially, it measures the Council’s underlying borrowing need. Each year, the CFR will increase by the amounts of new capital expenditure not immediately financed.

37. Table 3a shows that the CFR will increase over the medium term.

Table 3a: Capital Financing Requirement forecast.

2023/24 Actuals £m		2024/25 Forecast £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m
CFR as at 30 September					
266	General Fund Closing CFR (detail in Table 3b)	271	301	301	300
348	Closing Forecast HRA CFR (including deferred costs of disposal)	451	555	593	650
614	TOTAL	722	856	894	950
Annual Change					
113	General Fund	5	30	0	(1)
115	HRA	103	104	38	57
228	TOTAL	108	134	38	56

38. A more detailed analysis of the closing Forecast CFR is shown below:

Table 3b: General Fund Capital Financing Requirement forecast (detailed)

2023/24 Actuals £m		2024/25 Forecast £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m
163	General Fund CFR excluding self-financing schemes and loans	187	225	227	228
88	Self-financing schemes and loans	72	65	63	62
14	PFI and Finance lease liabilities	12	11	11	10
265	TOTAL	271	301	301	300

39. Table 4 below confirms that the Council's gross debt does not exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for current year and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue purposes.

Table 4: Borrowing compared to the Capital Financing Requirement

2023/24 Actual £m		2024/25 Forecast £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m
268	Gross Projected Debt	253	467	594	693
614	Capital Financing Requirement	722	856	894	950
346	Under / (over) borrowing	469	389	300	257

Affordability

40. The objective of the affordability indicators is to ensure that the level of investment in capital assets proposed remains within sustainable limits, including the impact on the Council's "bottom line" as reflected in the impact on council tax and rent levels. Table 5 below sets out the expected ratio of capital financing costs to income for both General Fund and HRA activities:

Table 5: Ratio of capital financing costs to income

2023/24 Actual %		2024/25 Forecast %	2025/26 Estimate %	2026/27 Estimate %	2027/28 Estimate %
2.85	General Fund	2.82	(0.79)	0.69	0.84
25.62	HRA	35.42	29.75	31.95	32.39

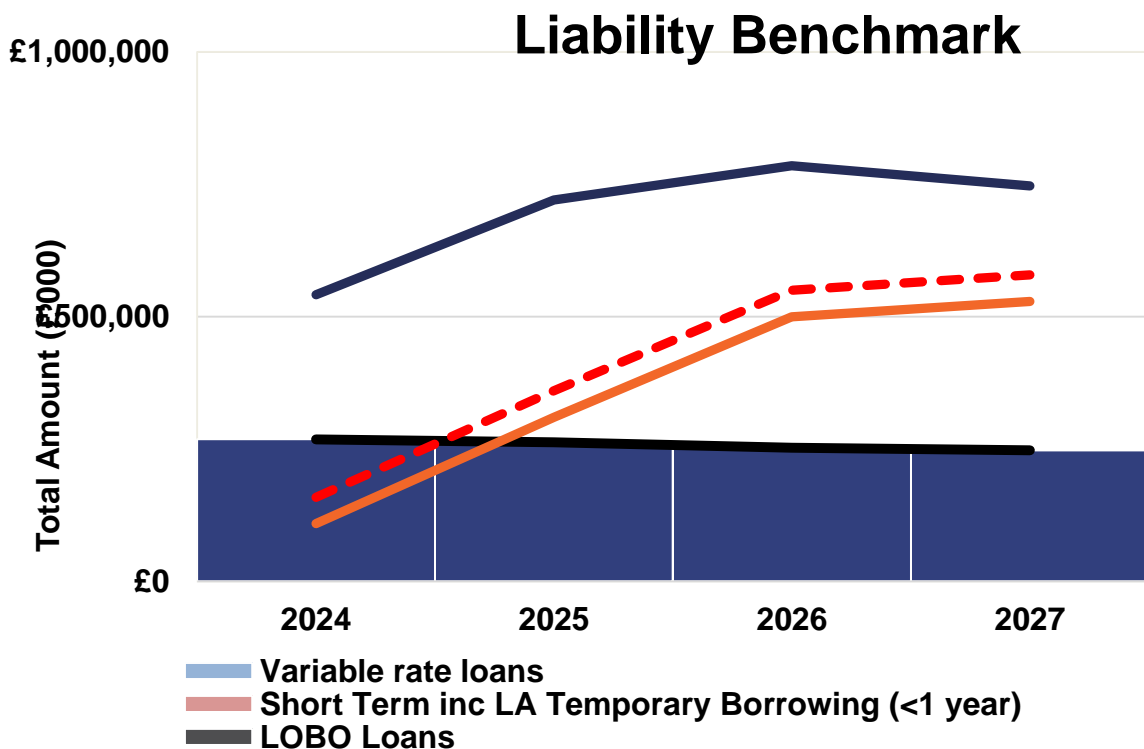
Table 6: Ratio of commercial/service investment income to net revenue stream

2023/24 Actual %		2024/25 Forecast %	2025/26 Estimate %	2026/27 Estimate %	2027/28 Estimate %
1.80	General Fund	1.80	1.31	1.33	1.34
2.71	HRA	0.07	3.04	2.99	2.91

41. From 2025/26 onwards, gross capital financing charges (loan interest, MRP and finance and PFI payments) for the General Fund capital programme will start to increase as a proportion of the income from investments and the commercial property portfolio, as new debts are raised to close the gap between funding and the CFR.
42. The capital financing charges arising from the HRA capital programme increase in line with the forecast increased income, hence capital charges as a proportion of the HRA net revenue stream will remain fairly steady.

Liability Benchmark

43. The updated prudential code requires the Council to produce a liability benchmark. The Council is required to estimate and measure the liability benchmark for the forthcoming financial year and the following two financial years, as a minimum.
44. There are four components to the Liability Benchmark:
- **Existing loan debt outstanding:** the Authority's existing loans that are still outstanding in future years.
 - **Loans CFR:** this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP.
 - **Net loans requirement:** this will show the Authority's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned MRP and any other major cash flow forecast.
 - **Liability benchmark (or gross loans requirement):** this equals net loans requirement plus short-term liquidity allowance.
45. The liability benchmark uses the above information to plan the future borrowing requirements of the Council.
46. Based on the current calculations, the liability benchmark forecasts that the Council would need to borrow £97m in 2025/26, and a further £200m in 2026/27 (collective £297m requirement).



Minimum Revenue Provision (MRP) Policy

47. Capital expenditure is generally defined as expenditure on assets that have a life expectancy of more than one year. The accounting approach is to spread the cost over the estimated useful life of the asset. The mechanism for spreading these costs is through an annual MRP. The MRP is the means by which capital expenditure, which is financed by borrowing or credit arrangements, is funded by Council Tax.
48. Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, as amended (Statutory Instrument (SI) 3146/2003) requires Full Council to approve a Minimum Revenue Provision (MRP) Statement setting out the policy for making MRP and the amount of MRP to be calculated which the Council considers to be prudent. In setting a level which the Council considers to be prudent, the guidance states that the broad aim is to ensure that debt is repaid over a period reasonably commensurate with that over which the capital expenditure provides benefits to the Council.
49. The 2003 Regulations have been further amended with full effect from April 2025 to expressly provide that in determining a prudent provision local authorities cannot exclude any amount of CFR from its calculation, unless by an exception set out in statute.

Borrowing in advance of need

50. The Council has the power to borrow in advance of need in line with its future borrowing requirements under the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, as amended. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated, and that the Council can ensure the security of such funds..
51. Risks associated with any borrowing in advance of activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

Debt rescheduling

52. As short-term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in light of the current treasury position and the cost of debt repayment (premiums incurred), which are very costly.
53. The reasons for any rescheduling to take place will include:
 - generating cash savings and / or discounted cash flow savings;
 - helping to fulfil the treasury strategy; and

- enhancing the balance of the portfolio by amending the maturity profile and/or the balance of volatility.
54. Consideration will also be given to identifying the potential for making savings by running down investment balances to repay debt prematurely as short-term rates on investments are likely to be lower than rates paid on current debt.
 55. Any rescheduling must be authorised by the Director of Finance in consultation with the lead Cabinet Member.

CAPITAL

Capital spending plans

56. The Prudential Code requires that any borrowing and investment decisions are taken in light of capital spending plans and consideration of how that proposed capital expenditure will be financed. The Council's capital expenditure plans have been reported in the four-year capital programme 2025/26 to 2028/29 reported elsewhere on the Committee's agenda, both in terms of those agreed previously, and those forming part of the current budget cycle.
57. Any slippage against the capital programme, or new capital approvals, will impact the figures reported throughout this report.

Housing Revenue Account (HRA) borrowing

58. Local authorities with a HRA can borrow against their expected rental income, in line with the Prudential Code.
59. For the period 2025/26 to 2028/29, based on the planned four-year capital programme and due to reduced cash balances from the latter half of 2025/26 onwards, the HRA may need to actively consider new external borrowing.
60. Where the HRA is borrowing below its level of CFR and is under borrowed, the General Fund will make an accounting charge to the HRA based on the average yield earned on the General Fund investment portfolio applied to the under borrowed position.

Other investment opportunities

61. As well as investing in assets owned by the Council and used in the delivery of services, the Council also invests, or may invest, where appropriate, in:
 - Infrastructure projects, such as green energy;
 - Loans to third parties;
 - Shareholdings in limited companies and joint ventures.
62. Such investments are treated as expenditure for treasury management and Prudential borrowing purposes, even though they do not create physical assets in the Council's accounts. Appropriate budgets in respect of these activities will

be agreed as part of the Council's budget setting and ongoing monitoring processes and considered as part of the Annual Investment Strategy.

MANAGING CASH BALANCES

Current position and cash flow forecast

63. Table 6 below shows that cash balances have decreased by £42m. The cash largely comprises the Council's usable reserves, capital receipts and unspent grants.

Table 7: Cash position at 30 September 2024

As at 31 March 2024			As at 30 September 2024		
Principal	Average Rate		Principal	Average Rate	
£m	%		£m	%	
Investments					
159	5.6	Specified	117	5.2	
0	0.0	Non-Specified	0	0.0	
159		Total	117		
Borrowing					
269	3.7	Public Works Loan Board	264	3.7	
269		Total	264		

64. The Council aims to manage daily cash flow peaks and troughs to achieve a nil current account balance daily throughout the year. As such the average yearly surplus cash balances should be fully invested throughout.

Prospects for investment returns

65. The Bank Rate was reduced from 5.00% to 4.75% at the November MPC meeting and is predicted fall further in 2025. The Council should therefore expect investment returns to drop in 2025/26.
66. Money Market Funds (MMFs) and Debt Management Account Deposit Facility (DMADF) yields have decreased since 1 April 2024 in response to Bank Rate reductions.
67. The Table in Appendix C, provided by the treasury consultant, sets out the forecasted rates.

Council policy on investing and managing risk

68. The aim is to manage risk and reduce the impact of any adverse movement in interest rates while providing sufficient flexibility to capitalise on opportunities to reduce costs or improve performance.

Balancing short- and longer-term investments

69. During the first half of 2024/25, there have been no new investments of surplus funds for more than 364 days. The 2025/26 Annual Investment Strategy permits investing for more than 364 days. Using longer term maturity investments would improve yields; however, this needs to be balanced with liquidity needs.

Table 8: Investment limits

2023/24 Actual £m	2024/25 Forecast £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m
0	120	120	120	120

Annual Investment Strategy

70. The Council holds significant invested funds, representing income received in advance of expenditure, balances and reserves.
71. The Local Government Act 2003 requires the Council to prepare an Annual Investment Strategy, setting out the Council's policies for managing its investments and for ensuring the security and liquidity of those investments. This strategy is set out in Appendix E.
72. Investments are made with reference to the core balance, future cash flow requirements and the outlook for interest rates. The Council's investment priorities will always be security of capital first, liquidity second, then investment yield.

SUMMARY OF PRUDENTIAL INDICATORS

73. The purpose of prudential indicators (PIs) is to provide a reference point or "dashboard" so that senior officers and members can:
- easily identify whether approved treasury management policies are being applied correctly in practice; and
 - take corrective action as required.
74. As the Council's S151 officer, the Strategic Director of Finance has responsibility to ensure that appropriate prudential indicators are set and monitored and that any breaches are reported to members. The Strategic Director of Finance has confirmed that the PIs set out below are all expected to be complied with in 2023/24 and it is not envisaged at this stage that there will be any difficulty in achieving compliance with the suggested indicators for 2024/25.

	2024/25 indicator	2024/25 forecast	2025/26 proposed
Authorised limit for external debt	£850m	£264m	£920m
Operational debt boundary	£805m	£264m	£875m
Capital Financing Requirement (CFR)	£784m	£740m	£856m
Capital expenditure	£264m	£245m	£214m
Working capital balance	£0m	£0m	£0m
Net debt vs CFR	£317m underborrowing	£243m underborrowing	£389m underborrowing
Limit on surplus funds invested for more than 364 days (i.e. non-specified investments)	£120m	£0m	£120m
Maturity structure of borrowing	Upper limit under 12 months - 15%	Upper limit under 12 months - 2%	Upper limit under 12 months - 15%
	Lower limit 10 years and above - 100%	Lower limit 10 years and above - 76%	Lower limit 10 years and above - 100%

	2024/25 indicator	2024/25 forecast	2025/26 proposed
Ratio of financing costs to revenue stream	GF 2.82%	GF 2.82%	GF (0.79%)
	HRA 35.42%	HRA 35.42%	HRA 29.75%
Ratio of financing costs to revenue stream	GF 1.80%	GF 1.80%	GF 1.31%
	HRA 3.41%	HRA 0.07%	HRA 3.04%

Reasons for Decision

75. This report represents the Council's Treasury Management Strategy Statement for 2025/2026. It is a regulatory requirement for this report to be reported to the Council. It is recommended that approval is given to the future borrowing and investment strategies as outlined in this report.

Equality Implications

76. There are no equality implications for groups with protected characteristics (under the Equality Act 2010) as a result of this report. EIAs have been completed for each service area to which the underlying financing in this report relates to. Additionally, there is a general EIA which assesses the impacts on equality of the main items in the budget proposed to Full Council.

Risk Management Implications

77. Treasury Management contributes to all the Council values and objectives. Management of treasury risks are commensurate to the risk appetite of the Council. The effective understanding, control and management of the many aspects of risk associated with treasury management are essential to achieving and Council's objectives. Risk management is therefore embedded throughout treasury guidance, policies and practices.
78. Treasury risks present themselves in many forms. These include failure to optimise performance by not taking advantage of opportunities or managing exposure to changing economic circumstances. Most recently the situation is somewhat uncertain due to the impact of the pandemic and the subsequent high levels of inflation. In adopting a policy of managing risk, an authority is determining its level of risk acceptance.
79. The key challenge is to understand, identify, monitor and manage risks in a planned and effective way. Local authorities are required to report annually to Full Council on their treasury management strategy statement (TMSS) before the start of the year, which sets the objectives and boundaries for the approach to treasury activity.
80. The authority supplements this with treasury management practice schedules (TMPs), which set out the practical arrangement to achieve those objectives. The TMPs inform the day-to-day practices applied to manage and control treasury activities. Local authorities are typically financially risk averse and greatly value stability in order to form council tax and housing rent levels, through to general fund and HRA budgets.

Implications verified by: David Hughes, Director of Audit, Risk and Fraud, tel. 020 7361 2389, December 2024

Climate and Ecological Emergency Implications

81. The Council will not intentionally place cash investment deposits which are inconsistent with its environmental and social policy objectives. This would include avoiding direct investment in institutions where there is verifiable material links to harmful practices, such as human rights abuse or environmentally climate damaging activities.
82. The Council will consider investments that deliver environmental and social benefits, provided that security and liquidity criteria have already been met.

Local Economy and Social Value

83. The Council's borrowing and investment activity represents significant expenditure and income within the Borough and, consequently, where supplies are sourced locally, changes in borrowing or investment may impact either positively or negatively on local contractors and sub-contractors.

84. Where capital expenditure increases, or is brought forward, this may have a beneficial impact on local businesses. Conversely, where expenditure decreases, or is slipped, there may be an adverse impact on local businesses.

Implications verified by: Nicki Burgess, Economic Development Team, tel: 0208 753 5695, December 2024

Consultation

85. Consultation took place with the Council's investment advisor, Link Asset Services, in respect of the economic and interest rate update.

List of Appendices:

Appendix A: Treasury Management Policy Statement

Appendix B: Meeting CIPFA requirements

Appendix C: Interest Rate Prospects

Appendix D: Economic Update

Appendix E: Annual Investment Strategy

Appendix F: Credit Ratings

Appendix G: Risk Register

THE TREASURY MANAGEMENT POLICY STATEMENT

The CIPFA recommendations contained in the Code of Practice and Cross Sectoral Guidance Notes issued as a revised version in 2009, 2011 and 2018 for Treasury Management in the Public Services require that each Local Authority has a Treasury Management Policy Statement that is approved by the Full Council.

CIPFA recommends that the Council's treasury management policy statement adopts the following form of words below to define the policies and objectives of its treasury management activities.

This Council defines its Treasury Management activities as:

- The management of the Council's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
- This Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of Treasury Management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.

This Council acknowledges that effective Treasury Management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance.

MEETING CIPFA REQUIREMENTS

The Council has formally adopted CIPFA's Code of Practice on Treasury Management (updated 2018) and complies with the requirements of the Code as detailed below:

- Maintaining a Treasury Management Policy Statement setting out the policies and objectives of the Council's treasury management activities
- Maintaining a statement of Treasury Management Practices that sets out the manner in which the Council will seek to achieve these policies and objectives.
- Presenting to the appropriate body an annual Treasury Management Strategy Statement, including an annual investment strategy (this report) and Minimum Revenue Provision policy for the year ahead (separate report on the agenda), a half year review report and an annual report (stewardship report) covering compliance during the previous year
- A statement of delegation for treasury management functions and for the execution and administration of treasury management decisions (see below).
- Delegation of the role of scrutiny of treasury management activities and reports to a specific named body. At the London Borough of Hammersmith & Fulham, this role is undertaken by the Audit Committee.

Treasury Management Delegations and Responsibilities

The respective roles of the Council, Cabinet, Audit Committee, and of the Section 151 officer and the Director of Treasury and Pensions are summarised below. Further details are set out in the Statement of Treasury Management Practices.

Council

Council will approve the annual treasury management strategy statement, including borrowing and investment strategies. In doing so, Council will establish and communicate its appetite for risk within treasury management having regard to the Prudential Code.

Cabinet

Cabinet will recommend to Council the annual treasury strategy, including borrowing and investment strategies and receive a half-year report and annual outturn report on treasury activities. Cabinet also approves revenue budgets, including those for treasury activities.

Audit Committee

This committee is responsible for ensuring effective scrutiny of treasury strategy and policies.

Section 151 Officer

The role of the Section 151 is vested in the Executive Director of Finance and Corporate Services post (the S151 Officer), pursuant to Section 101 of the Local Government Act 1972 and by the Executive under Section 15 of the Local Government Act 2000.

The S151 Officer may authorise officers to exercise on their behalf functions delegated to them. Any decisions taken under this authority shall remain the responsibility of the S151 Officer and must be taken within the guidelines of the Treasury Management Strategy.

The S151 Officer has full delegated powers from the Council and is responsible for the following activities:

- Investment management arrangements and strategy;
- Borrowing and debt strategy;
- Monitoring investment activity and performance;
- Overseeing administrative activities;
- Ensuring compliance with relevant laws and regulations;
- Provision of guidance to officers and members in exercising delegated powers.

Director of Treasury and Pensions

Has responsibility for the execution and administration of treasury management decisions, acting in accordance with the Council's Treasury Policy Statement and CIPFA's 'Standard of Professional Practice on Treasury Management'. The authority to implement investment management arrangements and strategy delegated to the S151 Officer extends to the Tri-Borough Director of Treasury and Pensions, and the Tri-Borough Director of Treasury and Pensions' direct reports within the limits outlined in this report.

Treasury team

Undertakes day-to-day treasury investment and borrowing activity in accordance with strategy, policy, practices and procedures.

Training

The Code requires the S151 officer to ensure that members with responsibility for making treasury management decisions and for scrutinising treasury functions receive adequate training. The training needs of all officers are reviewed periodically as part of the Learning and Development programme. Officers attend various seminars, training sessions and conferences during the year and appropriate Member training is offered as and when needs and suitable opportunities are identified.

Monitoring and Reporting

The Treasury Management activities during the year will be included in the monitoring reports to the Audit Committee.

The Council's Treasury Management Strategy will be approved annually by Full Council and there will also be a mid-year report. The aim of these reporting arrangements is to ensure that those with the responsibility for treasury management policies and activities and those implementing policies and executing transactions have properly fulfilled their responsibilities with regard to delegation and reporting.

The Council will adopt the following reporting arrangements in accordance with the requirements of the revised code:

Area of Responsibility	Council / Committee / Officer	Frequency
Treasury Management Strategy	1. Political Cabinet 2. Cabinet 3. Full Council	Annually at meeting before the start of the financial year.
Treasury Management Strategy: Mid-year report	Audit Committee	Annually after the first half of the financial year
Treasury Management Strategy: Updates / revisions at other times	Full Council	As and when required
Treasury Outturn Report	1. Political Cabinet 2. Cabinet 3. Audit Committee	Annually after year-end
Treasury Management Monitoring Reports	Executive Director of Finance and Corporate Services and Cabinet Member for Finance and Reform	Weekly/Monthly

PROSPECTS FOR INTEREST RATES

1. The Authority has appointed Link Group as its treasury advisor and part of their service is to assist the Authority to formulate a view on interest rates. Link provided the following forecasts on 11 November 2024. These are forecasts for Bank Rate, average earnings and PWLB certainty rate borrowing (gilt yields plus 80 bps).

Link Group Interest Rate View	11.11.24												
	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27
BANK RATE	4.75	4.50	4.25	4.00	4.00	3.75	3.75	3.75	3.50	3.50	3.50	3.50	3.50
3 month ave earnings	4.70	4.50	4.30	4.00	4.00	4.00	3.80	3.80	3.80	3.50	3.50	3.50	3.50
6 month ave earnings	4.70	4.40	4.20	3.90	3.90	3.90	3.80	3.80	3.80	3.50	3.50	3.50	3.50
12 month ave earnings	4.70	4.40	4.20	3.90	3.90	3.90	3.80	3.80	3.80	3.50	3.50	3.50	3.50
5 yr PWLB	5.00	4.90	4.80	4.60	4.50	4.50	4.40	4.30	4.20	4.10	4.00	4.00	3.90
10 yr PWLB	5.30	5.10	5.00	4.80	4.80	4.70	4.50	4.50	4.40	4.30	4.20	4.20	4.10
25 yr PWLB	5.60	5.50	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.50
50 yr PWLB	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.40	4.30	4.30

2. Following the 30 October Budget, the outcome of the US Presidential election on 6 November, and the 25bps Bank Rate cut undertaken by the Monetary Policy Committee (MPC) on 7 November, Link have significantly revised their central forecasts for the first time since May. In summary, the Bank Rate forecast is now 50bps – 75bps higher than was previously the case, whilst PWLB forecasts have been materially lifted to not only reflect increased concerns around the future path of inflation, but also the increased level of Government borrowing over the term of the current Parliament.
3. Following the 30 October Budget, Link's central case is that those policy announcements will be inflationary, at least in the near-term. The Office for Budgetary Responsibility and the Bank of England concur with that view. The latter have the CPI measure of inflation hitting 2.5% y/y by the end of 2024 and staying sticky until at least 2026. The Bank forecasts CPI to be 2.7% y/y (Q4 2025) and 2.2% (Q4 2026) before dropping back in 2027 to 1.8% y/y.
4. The anticipated major investment in the public sector, according to the Bank, is expected to lift UK real GDP to 1.7% in 2025 before growth moderates in 2026 and 2027. The debate around whether the Government's policies lead to a material uptick in growth primarily focus on the logistics of fast-tracking planning permissions, identifying sufficient skilled labour to undertake a resurgence in building, and an increase in the employee participation rate within the economy.
5. There are inherent risks to all the above. The worst-case scenario would see systemic blockages of planning permissions and the inability to identify and resource the additional workforce required to deliver large-scale IT, housing and infrastructure projects. This would lead to upside risks to inflation, an increased prospect of further Government borrowing & tax rises, and a tepid GDP performance.
6. Link's central view is that monetary policy is sufficiently tight at present to cater for some further moderate loosening, the extent of which, however, will continue to be data dependent. Link forecast the next reduction in Bank Rate to be made in

February and for a pattern to evolve whereby rate cuts are made quarterly and in keeping with the release of the Bank's Quarterly Monetary Policy Reports (February, May, August and November).

7. Any movement below a 4% Bank Rate will, nonetheless, be very much dependent on inflation data in the second half of 2025. The fact that the November MPC rate cut decision saw a split vote of 8-1 confirms that there are already some concerns around inflation's stickiness, and with recent public sector wage increases beginning to funnel their way into headline average earnings data, the market will be looking very closely at those releases.
8. Regarding Link's PWLB forecast, the short to medium part of the curve is forecast to remain elevated over the course of the next year, and the degree to which rates moderate will be tied to the arguments for further Bank Rate loosening or otherwise. The longer part of the curve will also be impacted by inflation factors, but there is also the additional concern that with other major developed economies such as the US and France looking to run large budget deficits there could be a glut of government debt issuance that investors will only agree to digest if the interest rates paid provide sufficient reward for that scenario.
9. Donald Trump's victory in the US election paves the way for the introduction/extension of tariffs that could prove inflationary whilst the same could be said of further tax cuts and an expansion of the current US budget deficit. Invariably the direction of US Treasury yields in reaction to his core policies will, in all probability, impact UK gilt yields. So, there are domestic and international factors that could impact PWLB rates whilst, as a general comment, geo-political risks abound in Europe, the Middle East and Asia.
10. Link's revised PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1 November 2012. Please note, the lower Housing Revenue Account (HRA) PWLB rate started on 15 June 2023 for those authorities with an HRA (standard rate minus 60 bps).

Gilt yields and PWLB rates

11. The overall longer-run trend is for gilt yields and PWLB rates to fall back over the timeline of Link's forecasts, but the risks to their forecasts are to the upside. Link's target borrowing rates are set **two years forward** (as they expect rates to fall back) and the current PWLB (certainty) borrowing rates are set out below: -

PWLB debt	Current borrowing rate as at 11.11.24 p.m.	Target borrowing rate now (end of Q3 2026)	Target borrowing rate previous (end of Q3 2026)
5 years	5.02%	4.30%	3.90%
10 years	5.23%	4.50%	4.10%
25 years	5.66%	4.90%	4.40%

50 years	5.42%	4.70%	4.20%
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12. **Borrowing advice:** Link’s long-term (beyond 10 years) forecast for Bank Rate has been increased to 3.25% (from 3%). As all PWLB certainty rates are currently significantly above this level, borrowing strategies will need to be reviewed in that context. Overall, better value can be obtained at the shorter end of the curve and short-dated fixed LA to LA monies should also be considered. Temporary borrowing rates will, generally, fall in line with Bank Rate cuts.
13. Link’s suggested budgeted earnings rates for investments up to about three months’ duration in each financial year are set out below.

Average earnings in each year	Now	Previously
2024/25 (residual)	4.60%	4.25%
2025/26	4.10%	3.35%
2026/27	3.70%	3.10%
2027/28	3.50%	3.25%
2028/29	3.50%	3.25%
Years 6 to 10	3.50%	3.25%
Years 10+	3.50%	3.50%

14. Link will continue to monitor economic and market developments as they unfold. Link formally review their forecasts following the quarterly release of the Bank of England’s Monetary Policy Report but will also consider their position on an ad hoc basis as required.
15. Link’s interest rate forecast for Bank Rate is in steps of 25 bps, whereas PWLB forecasts have been rounded to the nearest 10 bps and are central forecasts within bands of + / - 25 bps. Link continue to monitor events and will update its forecasts as and when appropriate.

Source: Link Asset Services

ECONOMIC UPDATE

1. The third quarter of 2024 saw:
 - GDP growth stagnating in July following downwardly revised Q2 figures (0.5% q/q)
 - A further easing in wage growth as the headline 3myy rate (including bonuses) fell from 4.6% in June to 4.0% in July;
 - CPI inflation hitting its target in June before edging above it to 2.2% in July and August;
 - Core CPI inflation increasing from 3.3% in July to 3.6% in August;
 - The Bank of England initiating its easing cycle by lowering interest rates from 5.25% to 5.0% in August and holding them steady in its September meeting;
 - 10-year gilt yields falling to 4.0% in September.
2. The economy's stagnation in June and July points more to a mild slowdown in GDP growth than a sudden drop back into a recession. Moreover, the drop in September's composite activity Purchasing Managers Index, from 53.8 in August to 52.9, was still consistent with GDP growth of 0.3%-0.4% for the summer months. This is in line with the Bank of England's view, and it was encouraging that an improvement in manufacturing output growth could be detected, whilst the services PMI balance suggests non-retail services output grew by 0.5% q/q in Q3. Additionally, the services PMI future activity balance showed an uptick in September, although readings after the Chancellor's announcements at the Budget on 30th October will be more meaningful.
3. The 1.0% m/m jump in retail sales in August was stronger than the consensus forecast for a 0.4% m/m increase. The rise was reasonably broad based, with six of the seven main sub sectors recording monthly increases, though the biggest gains came from clothing stores and supermarkets, which the ONS reported was driven by the warmer-than-usual weather and end of season sales. As a result, some of that strength is probably temporary.
4. The Government's plans to raise public spending by around £16bn a year (0.6% GDP) have caused concerns that a big rise in taxes will be announced in the Budget, which could weaken GDP growth in the medium-term. However, if taxes are raised in line with spending (i.e., by £16bn) that would mean the overall stance of fiscal policy would be similar to the previous government's plan to reduce the budget deficit. Additionally, rises in public spending tend to boost GDP by more than increases in taxes reduce it.
5. The further easing in wage growth will be welcomed by the Bank of England as a sign that labour market conditions are continuing to cool. The 3myy growth rate of average earnings fell from 4.6% in June to 4.0% in July. On a three-month annualised basis, average earnings growth eased from 3.0% to 1.8%, its lowest rate since December 2023. Excluding bonuses, the 3myy rate fell from 5.4% to 5.1%.
6. Other labour market indicators also point to a further loosening in the labour market. The 59,000 fall in the alternative PAYE measure of the number of

employees in August marked the fourth fall in the past five months. And the 77,000 decline in the three months to August was the biggest drop since November 2020. Moreover, the number of workforce jobs fell by 28,000 in Q2. The downward trend in job vacancies continued too. The number of job vacancies fell from 872,000 in the three months to July to 857,000 in the three months to August. That leaves it 34% below its peak in May 2022, and just 5% above its pre-pandemic level. Nonetheless, the Bank of England is still more concerned about the inflationary influence of the labour market rather than the risk of a major slowdown in labour market activity.

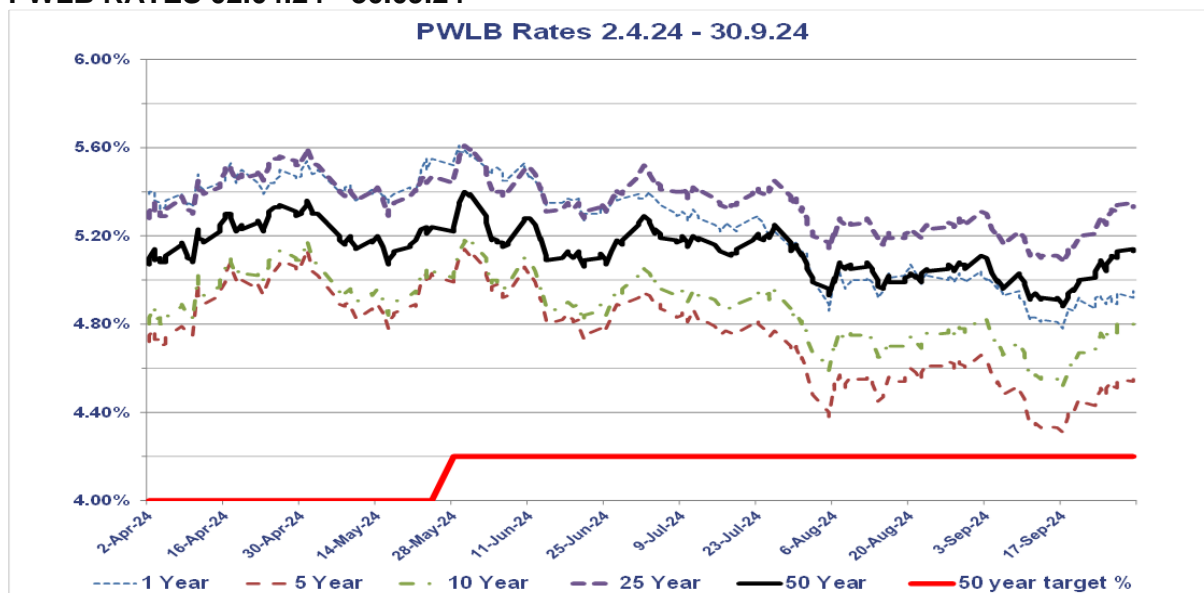
7. CPI inflation stayed at 2.2% in August, but services inflation rose from a two-year low of 5.2% in July to 5.6%, significantly above its long-run average of 3.5%. Food and fuel price inflation exerted some downward pressure on CPI inflation, but these were offset by the upward effects from rising furniture/household equipment inflation, recreation/culture inflation and a surprisingly large rise in airfares inflation from -10.4% in July to +11.9% in August. As a result, core inflation crept back up from 3.3% to 3.6%. CPI inflation is also expected to rise in the coming months, potentially reaching 2.9% in November, before declining to around 2.0% by mid-2025.
8. The Bank initiated its loosening cycle in August with a 25bps rate cut, lowering rates from 5.25% to 5.0%. In its September meeting, the Bank, resembling the ECB more than the Fed, opted to hold rates steady at 5.0%, signalling a preference for a more gradual approach to rate cuts. Notably, one Monetary Policy Committee (MPC) member (Swati Dhingra) voted for a consecutive 25bps cut, while four members swung back to voting to leave rates unchanged. That meant the slim 5-4 vote in favour of a cut in August shifted to a solid 8-1 vote in favour of no change.
9. Looking ahead, CPI inflation will likely rise in the coming months before it falls back to its target of 2.0% in mid-2025. The increasing uncertainties of the Middle East may also exert an upward pressure on inflation, with oil prices rising in the aftermath of Iran's missile attack on Israel on 1 October. China's recent outpouring of new fiscal support measures in the latter stages of September has also added to the upshift in broader commodity prices, which, in turn, may impact on global inflation levels and thus monetary policy decisions. Despite these recent developments, our central forecast is still for rates to fall to 4.5% by the end of 2024 with further cuts likely throughout 2025. This is in line with market expectations, however, although a November rate cut still looks likely, December may be more problematic for the Bank if CPI inflation spikes towards 3%. In the second half of 2025, though, we think a more marked easing in inflation will prompt the Bank to speed up, resulting in rates eventually reaching 3.0%, rather than the 3.25-3.50% currently priced in by financial markets.
10. Looking at gilt movements in the first half of 2024/25, the 10-year gilt yield declined from 4.32% in May to 4.02% in August as the Bank's August rate cut signalled the start of its loosening cycle. Following the decision to hold the Bank Rate at 5.0% in September, the market response was muted, with the 10-year yield rising by only 5bps after the announcement. This likely reflected the fact that money markets had priced in a 25% chance of a rate cut prior to the meeting. The yield had already increased by about 10bps in the days leading up to the meeting, driven in part by the Fed's "hawkish cut" on 18 September. There is a possibility that gilt yields will rise near-term as UK policymakers remain cautious due to persistent inflation concerns, before declining in the longer term as rates fall to 3.0%.

11. The FTSE 100 reached a peak of 8,380 in the third quarter of 2024, but its performance is firmly in the shade of the US S&P500, which has breached the 5,700 threshold on several occasions recently. Its progress, however, may pause for the time being whilst investors wait to see who is elected the next US President, and how events in the Middle East (and Ukraine) unfold. The catalyst for any further rally (or not) is likely to be the degree of investors' faith in AI.

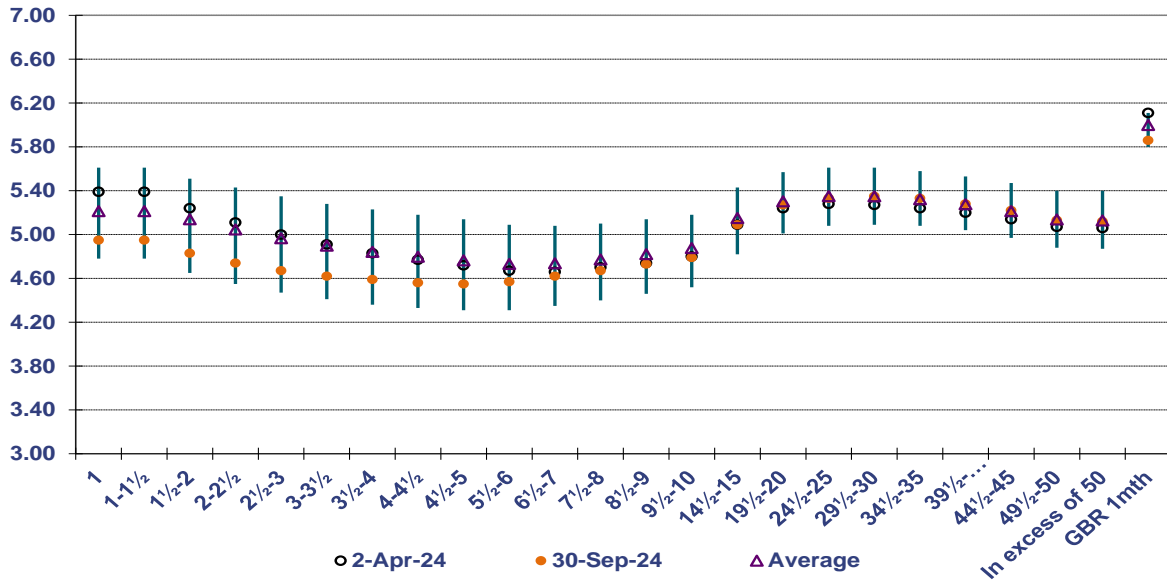
MPC meetings: 9 May, 20 June, 1 August, 19 September 2024

12. On 9 May, the Bank of England's Monetary Policy Committee (MPC) voted 7-2 to keep Bank Rate at 5.25%. This outcome was repeated on 20th June.
13. However, by the time of the August meeting, there was a 5-4 vote in place for rates to be cut by 25bps to 5%. However, subsequent speeches from MPC members have supported Governor Bailey's tone with its emphasis on "gradual" reductions over time.
14. Markets thought there may be an outside chance of a further Bank Rate reduction in September, following the 50bps cut by the FOMC, but this came to nothing.
15. Nonetheless, November still looks most likely to be the next month to see a rate cut to 4.75% but, thereafter, inflation and employment data releases, as well as geo-political events, are likely to be the determinant for what happens in the remainder of 2024/25 and into 2025/26.
16. In the chart below, despite a considerable gilt market rally in mid-September, rates started and finished the six-month period under review in broadly the same position.

PWL B RATES 02.04.24 - 30.09.24



PWLB Certainty Rate Variations 2.4.24 to 30.9.24



HIGH/LOW/AVERAGE PWLB RATES FOR 02.04.24 – 30.09.24

	1 Year	5 Year	10 Year	25 Year	50 Year
02/04/2024	5.39%	4.72%	4.80%	5.28%	5.07%
30/09/2024	4.95%	4.55%	4.79%	5.33%	5.13%
Low	4.78%	4.31%	4.52%	5.08%	4.88%
Low date	17/09/2024	17/09/2024	17/09/2024	17/09/2024	17/09/2024
High	5.61%	5.14%	5.18%	5.61%	5.40%
High date	29/05/2024	01/05/2024	01/05/2024	01/05/2024	01/05/2024
Average	5.21%	4.76%	4.88%	5.35%	5.14%
Spread	0.83%	0.83%	0.66%	0.53%	0.52%

Source: Link Asset Services

ANNUAL INVESTMENT STRATEGY

1. The Council holds significant invested funds, representing income received in advance of expenditure, balances and reserves. During the first half of the current year, the Council’s average investment balance has been around £150m. Investments are made with reference to the core balance, future cash flow requirements and the outlook for interest rates.
2. The Council’s investment policy has regard to the DLUHC’s Guidance on Local Government Investments (“the Investment Guidance”) and the CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes (“the CIPFA TM Code”). The Council’s investment priorities will be security first, liquidity second, then return.
3. In accordance with the above guidance and to minimise the risk to investments, the Council applies minimum acceptable credit criteria to generate a list of highly creditworthy counterparties, which will provide security of investments, enable diversification and minimise risk. The key ratings used to monitor counterparties are the short-term and long-term ratings.

Investment return expectations

4. The current forecast shown in paragraph 5 includes a forecast for Bank Rate to fall to a low of 3.5%.
5. The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows (the long-term forecast is for periods over ten years in the future):

Average earnings in each year	Now	Previously
2024/25 (residual)	4.60%	4.25%
2025/26	4.10%	3.35%
2026/27	3.70%	3.10%
2027/28	3.50%	3.25%
2028/29	3.50%	3.25%
Years 6 to 10	3.50%	3.25%
Years 10+	3.50%	3.50%

Source: Link Asset Services

Investment time limits

6. This limit is set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment. For the year 2025/26, the proposed limit of investments for over 364 days is £120m, as set out in the TMSS.

Investment Policy

7. The Council's officers recognise that ratings should not be the sole determinant of the quality of an institution and that it is important to assess continually and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such as "credit default swaps" and overlay that information on top of the credit ratings.
8. Other information sources used will include the financial press, share price and other such information pertaining to the banking sector to establish the most robust scrutiny process on the suitability of potential investment counterparties.

Creditworthiness Policy

9. The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle, the Council will ensure that:
 - It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security and monitoring their security; and
 - It has sufficient liquidity in its investments. For this purpose, it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.
10. The Director of Finance will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria are separate to those which determine which types of investment instrument are either specified or non-specified as they provide an overall pool of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used.
11. The Council takes into account the following relevant matters when proposing counterparties:
 - the financial position and jurisdiction of the institution;
 - the market pricing of credit default swaps¹ for the institution;

¹ Credit Default Swaps (CDS) are tradable instruments where the buyer receives a pay-out from the seller if the party to whom the CDS refers (often a financial institution) has a "credit event" (e.g. default, bankruptcy, etc.). The price of the CDS gives an indication to the market's view of likelihood: the higher the price the more likely the credit event.

- any implicit or explicit Government support for the institution;
 - Standard & Poor, Moody's and Fitch short- and long-term credit ratings;
 - Sovereign ratings to select counterparties from only the most creditworthy countries; and
 - Core Tier 1 capital ratios ².
12. Changes to the credit rating will be monitored and, in the event that a counterparty is downgraded and does not meet the minimum criteria specified, the following action will be taken immediately:
- no new investments will be made;
 - existing investments will be recalled if there are no penalties; and
 - full consideration will be given to recall or sell existing investments which would be liable to penalty clause.

Specified and Non-specified investments

13. The MHCLG Guidance on Local Government Investments made under section 15(1) of the Local Government Act 2003, places restrictions on local authorities around the use of specified and non-specified investments. A specified investment is defined as an investment which satisfies all of the conditions below:
- The investment and any associated cash flows are denominated in Sterling;
 - The investment has a maximum maturity of one year;
 - The investment is not defined as capital expenditure; and
 - The investment is made with a body or in an investment scheme of high credit quality; or with the UK Government, a UK Local Authority or parish/community council.
14. Investments with UK local authorities are deemed to be high credit quality because of the strong regulatory financial framework within which local authorities are required to operate and which mitigates against the risk of default, summarised below:
- The requirement to set a balanced budget annually under sections 31A and 42A of the Local Government Finance Act 1992;
 - The requirement to budget for a minimum level of reserves including risk under the Local Government Act 2003;

² The Tier 1 capital ratio is the ratio of a bank's core equity capital to its total risk-weighted assets (RWA). Risk-weighted assets are the total of all assets held by the bank weighted by credit risk according to a formula determined by the Regulator (usually the country's central bank). Most central Banks follow the Basel Committee on Banking Supervision (BCBS) guidelines in setting formulae for asset risk weights.

The Core Tier 1 ratios for the four UK banks that the Council uses are: Barclays: 10.2%, HSBC: 11.2%, Lloyds: 12.0% and RBS: 10.8%.

- The requirement for the S151 officer to issue a statutory report in the event that the authority intends to not set an adequate level of reserves or intends to undertake a course of action which he considers to be unlawful;
 - The requirement for long-term borrowing to be solely for capital expenditure;
 - The cap on excessive borrowing through the operation of the limits in the Prudential Code;
 - All borrowing has to be secured on revenues of a local authority rather than assets.
15. All investments with local authorities will be subject to due diligence review of their accounts and financial health by the Director of Treasury and Pensions.
16. A non-specified investment is any investment that does not meet all the conditions above. In addition to the long-term investments listed in the table below, the following non-specified investments that the Council may make include:
- **Green Energy Bonds:** Investments in solar farms are a form of Green Energy Bonds that provide a secure enhanced yield. The investments are structured as unrated bonds and secured on the assets and contracts of solar and wind farms. Before proceeding with any such investment, internal and external due diligence will be undertaken in advance of investments covering the financial, planning and legal aspects.
 - **Loans:** The Council may consider advancing loans (as a form of investment) to organisations delivering services for the Council where this will lead to the enhancement of services to Council stakeholders. The Council will undertake due diligence checks to confirm the borrower's creditworthiness before any sums are advanced and will obtain appropriate levels of security or third party guarantees for loans advanced. The Council would expect a return commensurate with the type and duration of the loan. All loans would need to be in line with the Council's Scheme of Delegation and Key Decision thresholds levels.
 - **Shareholdings in limited companies and joint ventures:** The Council may invest in three forms of company:
 - Small scale businesses aimed at promoting economic growth in the area. Individual investments are no more than £0.5m and the aim is for these to be self-financing over the medium term. Any such loans will be subject to due diligence and the Council's Scheme of Delegation and Key Decision thresholds levels.
 - Trading vehicles which the Council has set up to undertake particular functions. Currently the Council has interests in the following companies: Lyric Theatre Hammersmith Ltd, Hammersmith and Fulham Urban Studies Centre, Hammersmith and Fulham Bridge Partnership, HFS Developments LLP, HFS Developments 2 LLP, LBHF Ventures Ltd, LBHF Joint Ventures Ltd and LBHF Family Support Services Ltd. These are not held primarily as investments but to fulfil Council service objectives. Any new proposals will be subject to due diligence as part of the initial business case. As these are

not to be held primarily as investment vehicles, then there is an expectation that they will break even.

- Trading vehicles held for a commercial purpose where the Council is obliged to undertake transactions via a company vehicle. These will be wholly owned subsidiaries of the Council with the aim of diversifying the investment portfolio risk.

17. For any such investments, specific proposals will be considered by the Director of Treasury and Pensions, and the Director of Finance in consultation with the Cabinet Member for Finance and Commercial Services and approvals to be in accordance with the Council's Constitution and governance processes, after taking into account:

- cash flow requirements
- investment period
- expected return
- the general outlook for short to medium term interest rates
- creditworthiness of the proposed investment counterparty
- other investment risks
- due diligence review

The value of non-specified investments will not exceed their investment allocation.

Country of Domicile

18. The current TMSS allows deposits / investments with financial entities domiciled in the countries listed at the foot of the schedule of investments table.

Schedule of investments

19. The current criteria for providing a pool of high quality short, medium and long-term, cash-based investment counterparties along with the time and monetary limits for institutions on the Council's counterparty list are in the table below.

20. The counterparties and specific limits have been reviewed and updated.

All investments listed below must be Sterling denominated

Investments	Minimum Credit Rating Required (Fitch/Moody's/S&P)	Maximum Individual Counterparty Investment Limit £m	Maximum tenure	Changes from the 2024/25 TMSS
DMO Deposits	Government Backed	Unlimited	6 months	No change
UK Government (Gilts/T-Bills/Repos)	Government Backed	Unlimited	Unlimited	No change
Supra-national Banks, European Agencies	LT: AA-/Aa3/AA-	£50m	5 years	No change
Covered Bonds	LT: AA+/Aa1/AA+	£50m	5 years	No change
Network Rail	Government guarantee	£200m maximum	Oct-52	No change
Collective Investment Scheme Investment Grade Bond Fund	Due diligence	£30m	Daily pricing	No change
GLA		GLA: £50M	3 years	No change
UK Local Authorities (LA)	N/A	LA: £30m per LA, per criteria £200m in aggregate	3 years	No change
Commercial Paper issued by UK and European Corporates	LT: AA-/Aa3/AA- ST: F1+/P-1/A-1+	£20m per name £80m in aggregate	1 year	No change
Money Market Funds (MMF)	LT: AAA by at least one of the main credit agencies	£45m per Fund Manager £300m in aggregate	3-day notice	No change
Enhanced Money Funds (EMF)	LT: AAA by at least one of the main credit agencies	£25m per fund manager, £100m in aggregate	Up to 7 day notice	No change

Investments	Minimum Credit Rating Required	Maximum Individual Counterparty Investment Limit	Maximum tenure	Changes from the 2024/25 TMSS
	Fitch/Moody's/S&P	£m		
UK Bank (Deposit/Certificates of Deposit/Short Dated Bonds)	LT: AA-/Aa3/AA- or UK Government Ownership greater than 25%	£70m	3-5 years	No change
	LT: A-/A3/A-	£50m	1-3 years	No change
	ST: F2/P-2/A-2	£50m	0-1 year	No change
Non-UK Bank (Deposit/Certificates of Deposit/Short Dated Bonds)	LT: AA-/Aa2/AA-	£50m	1-3 years	No change
	ST: F2/P-2/A-2	£30m	0-1 year	No change
Green Energy Bonds	Internal and External due diligence	Less than 25% of the total project investment or maximum of £20m per bond. £50m in aggregate	10 years	No change
Rated UK Building Societies	LT: A3/A-	£30m	3 years	No change
	ST: F2/P-2/A-2			
Sovereign approved list (AA- rated and above):	Australia, Belgium, Canada, Denmark, Finland, France, Germany, Netherlands, Norway, Singapore, Sweden, Switzerland, UK and USA			

UK T-Bills: UK Government Treasury Bills (T-Bills) are short term promissory notes issued by the UK Government at a discount to par, for tenors of up to one year.

UK Gilts: UK Government Gilts provide a greater yield than cash deposits with the DMO.

UK Government repurchase agreements (Repos): UK Government repurchase agreements are the purchase of UK Government securities with an agreement to resell them back at a higher price at a specific future date.

Commercial Paper (CP) is similar to a very short-term bond issue (up to one year), issued to investors on a discounted basis, and with the interest rate based on prevailing rates at the time of pricing.

Supra-national institutions are those that sovereign backed or supported institutions that span more than one country, such as the European Investment Bank, the European Bank of Reconstruction and Development, the World Bank, etc.

Network Rail: All Network Rail infrastructure debt is directly and explicitly backed by a financial indemnity from the Secretary of State for Transport acting for and on behalf of the government of the United Kingdom of Great Britain. The financial indemnity is a direct UK sovereign obligation of the crown and cannot be cancelled for any reason (prior to its termination date in October 2052). Propose to change TMSS limit to £200m and set the maximum maturity to Oct 2052.

Due diligence: Due diligence will be carried out by officers where appropriate or in conjunction with the Council's treasury advisor. The Tri-Borough Director of Treasury and Pensions will authorise the investment on behalf of the authority.

CREDIT RATINGS

Moody's		S&P		Fitch		Description	
LT	ST	LT	ST	LT	ST		
Aaa	P-1	AAA	A-1+	AAA	F1+	Prime	Investment Grade
Aa1		AA+		AA+			
Aa2		AA		AA			
Aa3		AA-		AA-			
A1		A+	A+	F1	High Grade		
A2		A	A-1		Upper Medium Grade		
A3	A-	A-2	F2				
Baa1	BBB+	A-3		F3	Lower medium grade		
Baa2	BBB						
Baa3	BBB-						
Ba1	Not Prime	BB+	B	BB+	B	Speculative	Non Investment Grade
Ba2		BB		BB			
Ba3		BB-		BB-			
B1		B+		B+			
B2		B		B			
B3		B-		B-			
Caa1		CCC+	C	CCC	C	Highly Speculative	
Caa2		CCC		Substantial Risks			
Caa3		CCC-		Extremely Speculative			
Ca		CC		Default imminent with little prospect for recovery			
C		C	D	DDD		In Default	
				DD			
				D			

APPENDIX G

Risk Group	Risk Ref.	Risk Description	Impact			Likelihood	Current risk score	Mitigation actions
			Financial	Reputation	Total			
Financial	1	Interest Rate Risk: the risk that rises in interest rates create an unexpected burden on the organisation's finances, against which the organisation has failed to protect itself adequately.	2	1	3	4	12	The Council will continue to invest and borrow in accordance with the TMSS. Borrowing conversations will be set by "trigger points", enacted when gilt yields reach a certain long term levels, where discussions with the Council's S151 officer, T&P Director and the Cabinet Member will take place to discuss potential actions.
Financial	2	Prudent Investment Strategy: the overall treasury management strategy is too prudent and unnecessarily stringent, resulting in investment returns being lower than might have been achieved with a more risky, but ultimately safe, approach.	3	2	5	2	10	The TMSS, outturn reports and mid-year reports are scrutinised on a regular basis by the Audit Committee with actions minuted and implemented.
Financial	3	Credit and counterparty risk: the risk of failure by a counterparty to meet its contractual investment or borrowing obligations to the organisation, particularly as a result of the counterparty's diminished creditworthiness, and the resulting detrimental effect on the organisation's capital or	3	4	7	1	7	As part of the TMSS, counterparty criteria have been set at a level to allow only the most financially secure banks and counterparties a place within the lending list, which is regularly monitored against consultant updates and advice provided by the Council's Treasury advisor.
Financial	4	Geopolitical factors: the risk of investment market uncertainty and investor panic, leading to unexpected volatility in gilt yields and interest rates.	2	3	5	3	15	Recent forecasts from the Council's Treasury consultant predict that the Bank Rate will gradually reduce over the coming months resulting in return on investing declining. However, the cost of borrowing will also decrease, helping to minimise the cost of carry.
Financial	5	Liquidity Risk: the risk that cash will not be available when it is needed, leading to additional costs, with the organisation's business/service objectives ultimately compromised.	4	2	6	1	6	Around half of the councils funds are kept fully liquid in Money Market Funds, which offer same day accessibility for both deposits and withdrawals. The remainder of the funds are placed as fixed-term deposits for upto 1 year.
Operational	6	Fraud, error and corruption: the risk that an organisation fails to identify the circumstances in which it may be exposed to loss through fraud, error, corruption or other eventualities in its treasury management dealings, and fails to employ suitable systems and internal controls to maintain effective management arrangements to these ends.	3	4	7	1	7	Internal controls within the treasury function are extremely robust in terms of internal check, accounting, authorisation and segregation of duties. Treasury is currently awaiting the results of an internal audit that took place in October 2024.
Operational	7	Financial failure of the Council's main bank: the collapse of the council's main banker, leading to a total shutdown of services.	4	4	8	1	8	The suitability of NatWest is assessed regularly along with other institutions. It is regarded as highly unlikely that the UK Government would permit a clearing bank to fail.
Operational	8	Online banking platform failure: the partial or complete failure of the Council's online banking system, resulting in termination of online payments and provision of banking data.	2	4	6	1	6	NatWest is regarded as having considerable resilience, both in preventing such failures and having recovery programmes in place if such an event happened. In the event that payments cannot be made online, the Council can make a manual payment by faxing a payment request to the CHAPS team at NatWest.

RISK REGISTER

Appendix 1 - Risk Management Scoring Matrix		
Scoring (Impact)		
Impact Description	Category	Description
1 Very Low	Cost/Budgetary Impact	£0 to £25,000
	Impact on life	Temporary disability or slight injury or illness less than 4 weeks (internal) or affecting 0-10 people (external)
	Environment	Minor short term damage to local area of work.
	Reputation	Decrease in perception of service internally only – no local media attention
	Service Delivery	Failure to meet individual operational target – Integrity of data is corrupt no significant effect
2 Low	Cost/Budgetary Impact	£25,001 to £100,000
	Impact on life	Temporary disability or slight injury or illness greater than 4 weeks recovery (internal) or greater than 10 people (external)
	Environment	Damage contained to immediate area of operation, road, area of park single building, short term harm to the immediate ecology or community
	Reputation	Localised decrease in perception within service area – limited local media attention, short term recovery
	Service Delivery	Failure to meet a series of operational targets – adverse local appraisals – Integrity of data is corrupt, negligible effect on indicator
3 Medium	Cost/Budgetary Impact	£100,001 to £400,000
	Impact on life	Permanent disability or injury or illness
	Environment	Damage contained to Ward or area inside the borough with medium term effect to immediate ecology or community
	Reputation	Decrease in perception of public standing at Local Level – media attention highlights failure and is front page news, short to medium term recovery
	Service Delivery	Failure to meet a critical target – impact on an individual performance indicator – adverse internal audit report prompting timed improvement/action plan - Integrity of data is corrupt, data falsely inflates or reduces outturn of indicator
4 High	Cost/Budgetary Impact	£400,001 to £800,000
	Impact on life	Individual Fatality
	Environment	Borough wide damage with medium or long term effect to local ecology or community
	Reputation	Decrease in perception of public standing at Regional level – regional media coverage, medium term recovery
	Service Delivery	Failure to meet a series of critical targets – impact on a number of performance indicators – adverse external audit report prompting immediate action - Integrity of data is corrupt, data falsely inflates or reduces outturn on a range of indicators
5 Very High	Cost/Budgetary Impact	£800,001 and over
	Impact on life	Mass Fatalities
	Environment	Major harm with long term effect to regional ecology or community
	Reputation	Decrease in perception of public standing nationally and at Central Government – national media coverage, long term recovery
	Service Delivery	Failure to meet a majority of local and national performance indicators – possibility of intervention/special measures – Integrity of data is corrupt over a long period, data falsely inflates or reduces outturn on a range of indicators

Scoring (Likelihood)	
Descriptor	Likelihood Guide
1. Improbable, extremely unlikely	Virtually impossible to occur 0 to 5% chance of occurrence.
2. Remote possibility	Very unlikely to occur 6 to 20% chance of occurrence
3. Occasional	Likely to occur 21 to 50% chance of occurrence
4. Probable	More likely to occur than not 51% to 80% chance of occurrence
5. Likely	Almost certain to occur 81% to 100% chance of occurrence

Control	Details required
Terminate	Stop what is being done.
Treat	Reduce the likelihood of the risk occurring.
Take	Circumstances that offer positive opportunities
Transfer	Pass to another service best placed to deal with mitigations but ownership of the risk still lies with the original service.
Tolerate	Do nothing because the cost outweighs the benefits and/or an element of the risk is outside our control.

London Borough of Hammersmith & Fulham

Report to: Full Council

Date: 26/02/2025

Subject: Pay Policy Statement 2025/26

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

Report author: Mary Lamont, Assistant Director, People & Talent

Responsible Director: Nicola Ellis, Strategic Director, Chief Operating Officer
Corporate Services

Summary

The Council is required to prepare a pay policy statement for each financial year that sets out the Council's approach to recognising and rewarding its employees in a fair, consistent, and equitable manner.

The pay for all employees increased by a fixed sum or a percentage in the 2024 – 2025 pay award. Employees on up to PO9 spine point 50 received an increase of £1,575 (pro rata for part-time employees) to their spine point.

Employees on spine point 51 and above received an increase of 2.5% to their spine point. This has helped to reduce the multiple of the highest paid officer of the Council to the median salary to 4.7 (compared to 4.8 last year, and 5.2 in the before year and 5.9 across London Councils).

The Council acknowledges that benefits are an important part of a recruitment package. The Council publishes details of staff benefits on its Total Reward intranet page to ensure that all internal staff have access to the wide range of benefits the Council offers. In addition to this, the Council publishes, as a high-level summary, the wide range of benefits available to potential employees who may be considering a career with the Council via the Jobs Portal.

The Council has provided external access to its family friendly policy. Which will help us attract the best talent help tackle the gender pay gap and allow potential employees to make informed decisions about their future.

Recommendations

1. That Council approve the pay policy statement for 2025/26 as set out in Appendix 1.

2. That Council note the benchmarking of the Council’s median pay multiple against the average of other Inner London Boroughs contained in paragraph 11 below.

Wards Affected: None

H&F Values	Summary of how this report aligns to the H&F Values
Creating a compassionate council	An important feature of the pay policy is the monitoring of the pay multiple and adopting approaches that protect the interests of the lowest paid employees.
Being ruthlessly financially efficient	The pay policy statement sets out how rates of pay are controlled by application of job evaluation schemes to ensure an appropriate salary is paid. It also establishes principles that contribute to achieving value for money through payroll expenditure.

Financial Impact

This report sets out the policy and position on pay within the Council. There are no direct financial implications arising from the recommendations as any resultant costs will need to be contained within existing employee budgets.

Comments approved by Sukvinder Kalsi, Strategic Director of Finance – 19th December 2024

Legal Implications

The statutory requirements set out in Chapter 8 of Part 1 of the Localism Act 2011 (Sections 38-43) are summarised in the report and the pay policy statement. The pay policy statement complies with the statutory requirements.

Comments approved by Grant Deg, Director of Legal – 11th December 2024

Background Papers Used in Preparing This Report

- Localism Act 2011
- Openness and Accountability in Local Pay – Guidance under section 40 of the Localism Act from Department for Communities and Local Government (DCLG)
- The Local Government Transparency Code 2015 (DCLG June 2015)

- Statutory guidance on the making and disclosure of Special Severance Payments by local authorities in England – 12 May 2022
- LBHF Council Pension Policy
- GLPC Salary Scales
- Benchmarking of Inner London Boroughs median pay multiples (contained in London Councils Chief Officer Pay and Benefits Survey 2024).

DETAILED ANALYSIS

The Statutory Requirement to Produce Pay Policy Statements

1. Section 38(1) of the Localism Act 2011 (the Act) requires the Council to prepare a pay policy statement for each financial year. This pay policy statement must be approved by Council. The provisions of the Act do not apply to local authority schools.
2. Approved pay policy statements must be published on the Council's website as soon as reasonably practicable after being approved. The Act also requires that the Council includes in its pay policy statement the approach to the publication of and access to information relating to the remuneration of chief officers. Remuneration includes salary or payment for a contract for services, expenses, bonuses, and performance related pay as well as severance payments. The definition of Chief Officers is set out in section 2 of the Local Government and Housing Act 1989.
3. Section 38(2) of the Act also requires the Council to set out its policy on remuneration for its highest paid employees alongside its policies towards its lowest paid employees. In particular, it requires the Council to explain what it thinks the relationship should be between the remuneration of its chief officers and other employees and to set out policy on the lowest paid. The Council must include its current policy towards maintaining or reaching a specific pay multiple, within its broader policy on how pay and reward should be fairly dispersed across its workforce.
4. So far as other elements of senior remuneration are concerned, including the use of any bonuses, performance related pay (PRP), severance payments and the payment of fees for election duties, the Council must also make it clear what approach it takes to the setting and publishing of these.
5. The pay policy statement must also deal with a number of aspects of re-employment of employees. The Council must explain its policy in relation to the payment of salary and pension to the same individual. It must also set out its policy in relation to the re-employment of chief officers who have retired and may be re-employed on a contract for services.
6. The Council must in setting pay policy statements, have regard to the guidance issued by the Secretary of State for Levelling Up, Housing and Communities. This includes the Local Government Transparency Code 2015 issued pursuant to section 2 of the Local Government, Planning and Land Act 1980 and guidance under section 40 of the Localism Act of February 2012 and February

2013 which requires relevant authorities to prepare pay policy statements. Due regard has been had to the guidance in the preparation of this policy.

7. Once in force, it must be complied with although it may be amended by Council during the financial year.

Key Issues

8. The Government guidance for local authorities on the preparation of a pay policy statement recommends the calculation and publication of an authority's pay multiple. That is the relationship between the median earnings figure in the organisation and the remuneration of its highest paid officer.
9. The median is defined as that earnings figure at which there are an equal number of officers' earnings figures above and below it. The highest paid officer in Hammersmith & Fulham is the Chief Executive.
10. The remuneration of the highest paid officer is divided by the median earnings figure to arrive at the pay multiple. As of March 2024 this ratio was 4.7:1. This has decreased from the previous figure of 4.8:1 reported for March 2023. The Council uses the same method used for the statutory Gender Pay Gap calculations to arrive at this figure because it is a reliable method of measuring the normal pay employees receive.
11. The Council is required to keep its position on the pay multiple under review. To help decide whether this position is appropriate, the Council's average pay median pay multiple of 4.7:1 has been compared to the position of other Inner London Boroughs. Their average, as reported in in London Councils Chief Officer Pay and Benefits Survey 2024, was 5.4:1. This suggests the Council's own position continues to be reasonable.
12. The Council acknowledges that benefits are an important part of a recruitment package. The Council publishes details of staff benefits on its Total Reward intranet page to ensure that all internal staff have access to the wide range of benefits the Council offers. In addition to this, the Council publishes, as a high-level summary, the wide range of benefits available to potential employees who may be considering a career with the Council.
13. Research has shown that although 84% of parents and prospective parents consider parental leave policies to be important when looking for work, 82% were concerned that asking about these at a job interview would jeopardise their chances of being hired. The Council has provided external access to its family friendly policy which will help us attract the best talent help tackle the gender pay gap and allow potential employees to make informed decisions about their future. Our family friendly policy helps to make family lives easier by including information on the number of weeks leave that can be taken, qualifying periods for maternity, paternity and adoptive leave and much more.

Reasons for Decision

14. The Council is required by the Act to approve a pay policy statement and for the policy to be published on the Council's website.

Equality Implications

15. It is not anticipated that the Council's pay policy statement will have any negative impact on any groups with protected characteristics, under the terms of the Equality Act 2010. The pay policy incorporates the Council's statutory requirement to publish details of its gender pay gap.

List of Appendices:

Appendix 1 – Pay Policy Statement 2025/26

Appendix 2 – Greater London Provincial Council (GLPC) Grades & Salaries and Hammersmith and Fulham Chief Officer Grades & Salaries

APPENDIX 1: PAY POLICY STATEMENT 2025/26

London Borough of Hammersmith & Fulham (H&F)

1. Fairness and Transparency.

- 1.1 Hammersmith & Fulham is committed to paying its employees on a fair basis to reflect the work that they do. At the same time, it recognises that there is public interest in both the remuneration of its employees and the way in which that remuneration is set. It is therefore publishing this statement to ensure transparency and fulfil its obligations under section 38 (1) of the Localism Act 2011.
- 1.2 The Council's Chief Executive, as Head of Paid Service, is responsible for ensuring the Council meets its duties for appointment on merit, the terms and conditions of employment, compliance with the Council's Standing Orders for the appointment and remuneration of employees and the requirements set out in the Local Government and Housing Act 1989.

2. Vision and Our People

- 2.1 The Council's vision is to be the best, and it has six clear values:
 - Building shared prosperity
 - Doing things with residents not to them
 - Taking pride in Hammersmith & Fulham
 - Creating a compassionate and inclusive Council
 - Being ruthlessly financially efficient
 - Rising to the challenge of the climate and ecological emergency
- 2.2 Our People Strategy complements Our Vision by setting out who we are and our focus on the employee experience, employee development, coaching, leadership and culture within the organisation.
- 2.3 The vision, desired behaviours and guide to good management are used in recruitment, discussions on learning and development needs, performance appraisal, including the determination of salary uplifts for senior managers and other forms of recognition.

3. Pay Design

- 3.1 The pay ranges for Council employees reflect the need to recruit and retain good employees.
- 3.2 Employees salaries are set through national pay bargaining. Progression through each individual salary range is by increments and is related to satisfactory service. All employees have an annual performance appraisal.
- 3.3 The Council's senior executives are paid on the locally determined salary ranges for grades A to F. Employees on these grades include all those officers

who meet the Local Government and Housing Act 1989 definition of either the Head of Paid Service, Monitoring Officer, Statutory and Non-Statutory Chief Officers or Deputy Chief Officers. Other senior employees are also paid on these grades. Pay uplifts in excess of the annual cost of living awards are considered subject to their on-going assessment through the Council's Performance Appraisal Scheme. This allows for consolidated uplifts to base salary up to the maximum of the grade. The Council does not pay performance related bonuses to senior executives.

- 3.4 Increases to pay scales and ranges will occur through national pay awards. Individual salaries will also be increased annually in line with national pay awards. Grades B to F will rise in line with any JNC for Chief Officers national pay award. Grade A will be increased in line with the national pay award of the JNC for Local Authority Chief Executives.
- 3.5 The pay ranges for all employees are set out in the attached Appendix 2.
- 3.6 The pay ranges for all posts in the Council are determined through job evaluation to ensure fairness and equality. In respect of nationally negotiated ranges (Scales 1B to PO10), this is done through the Greater London Provincial Council Job Evaluation Scheme.
- 3.7 Each senior executive role will be graded by matching into one of 6 pay grades between A and F. All posts paid on pay grades A to F are evaluated using the Korn Ferry/Hay job evaluation scheme.
- 3.8 The Act requires the Council to define its lowest paid employees.
- 3.9 The Council's lowest paid workers are defined as those on the lowest spinal column point of the NJC salary scales, which is Scale 1C spine point 2. This gives an annual salary of £28,881.00 based on the April 2024 rates for a standard working week of 36 hours.
- 3.10 The Council became an accredited Living Wage Employer in February 2016. Under the terms of the Council's accreditation, this means that no directly employed Council employees will earn less than the London Living Wage. This includes any directly employed interns or apprentices.
- 3.11 Each employee will receive a basic salary as defined by the Council's pay and grading structures commensurate with the level of their duties and responsibilities.
- 3.12 Starting salaries within the evaluated grade for the role are determined by reference to market rates and an individual's existing salary. The default for starting salaries is on the bottom of the salary band. Approval is required, at Assistant Director level to appoint above the bottom of the salary band and only where justification has been provided to recognise market pressures.

- 3.13 In addition to these annual salaries, the Council can choose to pay extra sums to employees to recognise market pressures or additional work undertaken. These may be time limited pay supplements, acting-up allowances or honoraria.
- 3.14 Where market supplements and additional payments for the Head of Paid Service or Statutory and Non-Statutory Chief Officers are considered necessary, they will be time limited and are subject to regular reviews undertaken by the Assistant Director, People & Talent at Resource Management Board (RMB).
- 3.15 As required by the Local Government and Housing Act 1989, the appointment and remuneration of Statutory and Non-Statutory Chief Officers who report directly to the Head of Paid Service (save for interim appointments), is determined by the Council's Members through the Chief Officer Appointments Committee.
- 3.16 Arrangements for shared appointments are addressed through Section 113 Agreements of the Local Government Act 1972.

4. Other Rewards and Benefits

- 4.1 The Council tries to adopt best practice and allow for market forces when determining additional benefits for its employees. In addition, it acknowledges that benefits are an important part of a recruitment package.
- 4.2 The Council publishes details of staff benefits on its Total Reward intranet page to ensure that all internal staff have access to the wide range of benefits the Council offers. In addition to this, the Council publishes, as a high-level summary, the wide range of benefits available to potential employees who may be considering a career with the Council.
- 4.3 Research by Mumsnet has shown that although 84% of parents and prospective parents consider parental leave policies to be important when looking for work, 82% were concerned that asking about these at a job interview would jeopardise their chances of being hired. The Council has provided external access to its family friendly policy which will help us attract the best talent help tackle the gender pay gap and allow potential employees to make informed decisions about their future. Our family friendly policy helps to make family lives easier by including information on the number of weeks leave that can be taken, qualifying periods for maternity, paternity and adoptive leave and much more.
- 4.4 All employees are therefore entitled to receive a range of benefits which the Council either provides or has negotiated. These include interest free travel loan, childcare vouchers, cycle to work salary sacrifice schemes, training support and outplacement support including career counselling for employees who are made redundant.

- 4.5 Professional fees and charges will be paid on behalf of employees who are required to be registered to undertake their role.
- 4.6 An officer has a statutory position in each election i.e. the Returning Officer/ Acting Returning Officer, etc. and receives a fee in recognition of this role. This fee reflects the advisory fee set for each election by the Ministry of Justice. There are also fees paid to employees who carry out the annual canvass of the electoral register and who undertake additional work at the time of the election poll staff, inspectors, count staff, etc.
- 4.7 Any benefits, gifts or hospitality must be properly authorised and recorded in accordance with the Officer's Code of Conduct.

5. Pension and Severance Payments

- 5.1 Employees are entitled to join the Local Government Pension Scheme (LGPS) and will receive their pension at their normal retirement age, employees are entitled to take a reduced pension from age 55. Pension payments will also be released early in certain circumstances including redundancy and ill health retirements provided that the appropriate criteria of the local pension policy are met. There is a separate published policy on pension payments. This is updated from time to time in line with any changes to pension regulations and legislation.
- 5.2 The LGPS, allows active employees to apply for flexible retirement. Whereby they can retire early (before their normal retirement age), whilst continuing to work at LBHF on reduced hours, and being in receipt of their LGPS pension benefits. The Council retains the discretion to agree such arrangements in line with the LBHF Pension Fund Discretions Policy which is available [here](#).
- 5.3 The fact that an individual is already receiving a pension under the LGPS regulations does not prevent the Council from appointing them. However, if an employee is in receipt of a pension from a previous employer that is a member of the LGPS and they are recruited by the Council, they must notify their pension provider of re-employment, even if they elect not to join the pension scheme here at H&F.
- 5.4 The Council will not re-employ any previous employee who received a redundancy or severance payment for a period of 3 years, without a business case justifying why it is necessary. Business cases are approved by the Chief Executive Officer and Assistant Director, People and Talent.
- 5.5 In May 2022, the Government issued guidance in connection with special severance payments for employees under section 26 of the Local Government Act 1999 as part of the best value regime for local authorities. Special severance payments are those payments over and above statutory or contractual entitlements and typically might be considered when settling a claim issued or proposed to be issued in the Employment Tribunal, which the Council has considered.

- 5.6 In order to obtain best value in the settlement of employment claims, LBHF's delegated authority is set out within the Scheme of Delegation contained in part 3 of the Constitution. The Council adheres to a strict best evaluation on a case-by-case basis which will continue to be robustly applied, as appropriate.
- 5.7 Senior executives will receive their contractual entitlement for termination payments. These entitlements are the same for NJC employees (Green Book). Where the Council is terminating the contract of employment, pay in-lieu of notice (PILON) or paid leave may be granted by the Assistant Director, People and Talent.
- 5.8 Redundancy pay for all employees is calculated based on actual weekly earnings multiplied by the numbers of weeks' pay using the statutory formula that considers length of service and age. The Council has authority under the provisions of the Local Government (Early Termination of Employment) Discretionary Compensation (England and Wales) Regulations 2006, to use the actual amount of a week's pay and not apply the statutory cap. Calculation of a full-time week's pay is subject to a locally agreed minimum equal to 1.5 x London Living Wage
- 5.9 The number of weeks redundancy is based on age and length of service at leaving and is subject to a statutory limit of 20 weeks' pay. Any discretion permitted within redundancy and pension policies are agreed by the Assistant Director, People and Talent.

5 Publication and Access to Remuneration of Chief Officers and Other Senior Employees.

- 6.1 The Council's Chief Officer structure is set out in the Constitution, the Constitution is updated with any changes to statutory posts. The statutory definition of Chief Officers, set out in section 2 of the Local Government and Housing Act 1989, is used for the purpose of the Pay Policy Statement.
- 6.2 The Council publishes details of remuneration of senior employees in the Annual Statement of Accounts and on the Council's website. The Council also publishes information about the level of remuneration of other senior employees on its website. This information is published for all senior employees on annual pro rata earnings of £50,000 or more. The information is published on page 69 of the [H&F Statement of Accounts 2023-24](#)
- 6.3 In addition, the Council is required to publish the pay multiple between the highest paid employee and the median salary of the workforce. The current multiple is 4.7:1 (at March 2024).
- 6.4 Another important indicator is the pay multiple between the highest and lowest paid employees. The current multiple is 9.7:1 (at March 2024). An increase from March 2023 which was 9.2:1, however a slight reduction from March 2022 which was 9.8:1

6.5 At present, the Council deems these multiples to be appropriate and within the acceptable benchmarked ratio of 10.0:1. The policy regarding pay multiples will be kept under review.

6.6 The Council calculates these pay multiples with reference to the most recent available data used for measuring the Gender Pay Gap because it provides a reliable and consistent methodology.

7 Gender, Ethnicity and Disability Pay Gaps

7.1 The Council's pay policy is an important tool that will help deliver on a commitment to creating a great place to work for all of our employees.

7.2 Setting out how the Council recognises and rewards employees in a transparent manner will help to ensure that the Council's approach and its rates of pay are fair.

7.3 The Council is required to publish information to show their Gender Pay Gap. Specifically, the Council must publish:

- average gender pay gap figures (mean and median).
- the proportion of men and women in each quartile of the pay structure.
- the gender pay gaps for any bonuses paid out during the year.

7.4 In addition, the Council has voluntarily published an Ethnicity Pay Gap since 2019 and Disability Pay Gap since 2021.

7.5 The Council's Gender Pay Gap is calculated using a method set by the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 and is reported on the Council's website [here](#). The Council's Ethnicity and Disability Pay Gaps are calculated using the same method.

7.6 Reporting Gender and Ethnicity Pay Gaps helps to demonstrate compliance under the Public Sector Equality Duty. The reported information will assist the Council in addressing how inclusive and diverse the Council is as an employer and will inform decisions around several actions delivered through the Council's People Strategy and aligned plans that will drive positive change.

8. Employee Resources

8.1 The Council uses the following different employee resources:

- Permanent employees on the establishment.
- Temporary employees on fixed term contracts to fill posts on the establishment.
- Interims employed through service contracts to fill posts on the establishment.
- Interims where there is no established post. For example, where temporary specialist skills are needed to undertake a time limited complex project.

9. Remuneration of Interim and Temporary Employees

- 9.1 Where interim resources are determined to be required for a specific role within the Council, a process is followed. Typically, sourcing is carried out through the Managed Supplier via an approved framework. When interim resources are required, the costs of these are subject to competitive marketplace processes through the Council's approved framework.
- 9.2 For other posts where the Council requires an interim resource, which is not a Chief Officer, which may or may not be on the establishment, the Council will aim to pay for these services at a rate of pay as close as possible to total employment costs of directly employed employees performing a comparable role, given prevailing market conditions. However, the appointing person will have discretion to settle salary or fees in line with current market factors. Any such arrangements require authorisation from the Resource Management Board (Chief Executive Officer, Executive Director of Finance and Corporate Services, Strategic Director, Chief Operating Officer of Corporate Services and Assistant Director, People and Talent).
- 9.3 Where an interim appointment or temporary contract is deemed appropriate no appointment will be made without first having considered the actual employment relationship and working practices and the individual's status as defined within IR35 Legislation.

10. Contract for Services

- 10.1 On occasion it will be more appropriate to engage interim employees using a contract for services. Unlike employees employed under contracts of employment, the relevant guidance from the Department for Levelling Up, Housing and Communities does not require such appointments to be approved by Council. However, where such posts are classified as Statutory or Non-Statutory Chief Officers for pay policy purposes, those posts should appear in the Statement of Accounts.

**APPENDIX 2 – Greater London Provincial Council (GLPC) Grades and Salaries
and Hammersmith & Fulham Chief Officer Grades and Salaries**

LBHF - GLPC SALARY SCALES 01/04/2024

This pay scale is aligned with the Greater London Provincial Council (GLPC) pay spine 2024

GLPC Grade	GLPC Spine Point	Annual Salary	Daily Rate	Hourly Rate	GLPC Grade	GLPC Spine Point	Annual Salary	Daily Rate	Hourly Rate	
Scale 1C	2	£28,881	£110.78	£15.39	PO4	36	£49,638	£190.39	£26.44	
	3	£29,286	£112.33	£15.60		37	£50,646	£194.26	£26.98	
Scale 2	3	£29,286	£112.33	£15.60		38	£51,663	£198.16	£27.52	
	4	£29,703	£113.93	£15.82		39	£52,674	£202.04	£28.06	
Scale 3	5	£30,120	£115.53	£16.05		PO5	39	£52,674	£202.04	£28.06
	6	£30,552	£117.19	£16.28			40	£53,634	£205.72	£28.57
Scale 4	7	£30,987	£118.85	£16.51	41		£54,684	£209.75	£29.13	
	8	£31,434	£120.57	£16.75	42		£55,710	£213.68	£29.68	
	9	£31,884	£122.29	£16.99	41	£54,684	£209.75	£29.13		
	10	£32,346	£124.07	£17.23	42	£55,710	£213.68	£29.68		
Scale 5	12	£33,291	£127.69	£17.73	PO6	43	£56,733	£217.61	£30.22	
	13	£33,780	£129.57	£18.00		44	£57,726	£221.41	£30.75	
	14	£34,275	£131.47	£18.26	PO7	44	£57,726	£221.41	£30.75	
	15	£34,779	£133.40	£18.53		45	£58,752	£225.35	£31.30	
Scale 6	18	£36,345	£139.41	£19.36	PO7	46	£59,772	£229.26	£31.84	
	19	£36,888	£141.49	£19.65		47	£60,795	£233.19	£32.39	
	20	£37,437	£143.59	£19.94	PO8	46	£59,772	£229.26	£31.84	
SO1	23	£39,150	£150.16	£20.86		47	£60,795	£233.19	£32.39	
	24	£39,741	£152.43	£21.17		48	£61,836	£237.18	£32.94	
	25	£40,344	£154.74	£21.49	49	£62,922	£241.34	£33.52		

SO2	27	£41,580	£159.48	£22.15	PO9	49	£62,922	£241.34	£33.52
	28	£41,964	£160.96	£22.36		50	£64,032	£245.60	£34.11
	29	£42,861	£164.40	£22.83		51	£65,172	£249.97	£34.72
PO1	28	£41,964	£160.96	£22.36	PO10	52	£66,336	£254.44	£35.34
	29	£42,861	£164.40	£22.83		51	£65,172	£249.97	£34.72
	30	£43,542	£167.01	£23.20		52	£66,336	£254.44	£35.34
	31	£44,430	£170.42	£23.67		53	£67,500	£258.90	£35.96
PO2	30	£43,542	£167.01	£23.20	PO10	54	£68,661	£263.36	£36.58
	31	£44,430	£170.42	£23.67					
	32	£45,399	£174.13	£24.19					
	33	£46,437	£178.11	£24.74					
PO3	33	£46,437	£178.11	£24.74					
	34	£47,628	£182.68	£25.37					
	35	£48,618	£186.48	£25.90					
	36	£49,638	£190.39	£26.44					

LBHF - CHIEF OFFICER PAY RANGES 01/04/2024

Grade	Minimum Salary	Maximum Salary
F	£69,537	£92,772
E	£92,775	£108,258
D	£108,264	£130,386
C	£130,389	£152,517
B	£152,520	£190,134
A	£195,666	£217,794

Report to: Full Council

Date: 26/02/2025

Subject: Review of the Constitution

Report of: Councillor Stephen Cowan – The Leader of the Council

Report author: David Abbott, Head of Governance

Responsible Director: Grant Deg, Director for Legal Services and Monitoring Officer

SUMMARY

This report requests that Full Council approve changes to the following parts of the of the Councils Constitution; Contract Standing Orders, Financial Regulations and Registers of Authorities. The proposed changes reflect updates in legislation and organisational structure. The report also requests approval of appointments to committees and outside bodies.

RECOMMENDATIONS

1. That Full Council approves the updates to Contract Standing Orders detailed in the report and Appendix 1.
2. That Full Council approves the updates to the Financial Regulations detailed in the report and Appendix 2.
3. That Full Council approves the updates to the Registers of Authorities attached at Appendix 3.
4. That Full Council agrees the following committee appointments:
 - TBC – Health and Adult Social Care Policy and Accountability Committee
 - TBC – Climate Change and Ecology Policy and Accountability Committee
5. That Full Council agrees the following Outside Bodies appointments:
 - TBC - Sir William Powell Almshouse
 - TBC - The Lyric Theatre

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Doing things with local residents, not to them	Regular reviews of the constitution help to ensure a high standard of governance across the Council.

Financial Impact

The recommendations in this report have no direct financial implications.

Legal Implications

The Local Government Act 2000 requires the Council to have and maintain a Constitution, of which the Contract Standing Orders and Financial Regulations apart of. The Monitoring Officer must be satisfied that the Council's Constitution continues to fulfil its stated purposes, as set out in Article 1 of the Constitution. The appropriate decision maker is Full Council.

Background Papers Used in Preparing This Report

The Council's Constitution: www.lbhf.gov.uk/constitution

DETAILED ANALYSIS

Proposals and Analysis of Options

1. The Monitoring Officer has a duty to keep the Constitution under review and has delegated authority to amend the Constitution where there has been a change in law, job title, structure, rearrangement of job responsibilities or for general administrative convenience. All extensive changes to the Constitution, however, must be approved by Full Council.
2. The Contract Standing Orders, Financial Regulations and Register of Authorities are a part of the constitution, which sets out how the Council operates, how decisions are made and the procedures that are followed to ensure business is conducted in an efficient, transparent, and accountable manner.
3. The Monitoring Officer is satisfied that the Council's Constitution continues to fulfil its stated purposes, as set out in Article 1 of the Constitution.

Reasons for Decision

4. The Council's Monitoring Officer is required to review the Council's Constitution and to ensure that its aims and principles are given full effect in accordance with Article 14 of the Constitution.

Updates to Contract Standing Orders

5. The updated Contract Standing Orders include the legally required steps for procuring contracts under the three regimes which will apply from February 2025:
 - Public Contract Regulations 2015 for some variations, extension of existing contracts and any call off or mini competition we run from framework live before February 2024 until it lapses.
 - The Procurement Act 2023 and Procurement Regulations 2024 which apply to new procedures for buying after February 2025.
 - Health Care Services (Provider Selection Regime) Regulations 2023 which apply to health-related procurements
6. The national procedural changes involve new procedures for running procurements, more legal notices during the process, greater transparency on planned procurement of large contracts and of the performance of large contracts on the anniversary of their award each year.
7. The new national regulations mean one change to existing H&F local thresholds for decision making. The updated contract standing orders move to a requirement for one quote a contract of a value up to £30k inclusive of VAT, instead of the present £10k threshold. This aligns with the new requirement to issue legal notices for any contract of value £30k inclusive of VAT. The amended contract standing orders make no other changes to thresholds for decision making in governance. The cover mainly the technical and procedural requirements under procurement regulation.

Financial Regulations

8. The financial regulations were last updated over three years ago. Its good practice to regularly review the regulations and update to take into account any organisation changes.

Register of Authorities

9. Following a corporate restructure and the creation of the Place, People, and Finance and Corporate Services departments, officers have prepared revised Registers of Authorities for each department which can be found at Appendix 3. The registers are presented for approval.

Changes to Committee Appointments and Outside Bodies Appointments

10. The following committee appointments and outside bodies appointments have been proposed:
 - TBC – Health and Adult Social Care Policy and Accountability Committee.
 - TBC – Climate Change and Ecology Policy and Accountability Committee
 - TBC – Sir William Powell Almshouse

- TBC – The Lyric Theatre

LIST OF APPENDICES

Appendix 1 – Contract Standing Orders

Appendix 2 – Financial Regulations

Appendix 3 – Registers of Authorities

Contract Standing Orders

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SECTION A – SCOPE OF THE CONTRACT STANDING ORDERS

1. BASIC PRINCIPLES

- 1.1. These Contract Standing Orders (“CSOs”) are made pursuant to [Section 135](#) of the Local Government Act 1972. They apply to all Council staff and external consultants with responsibility for letting Contracts.
- 1.2. Words or phrases that begin with an initial capital letter, initialisms and acronyms are defined in Appendix 1: Glossary.
- 1.3. Clear and consistent lines of management accountability must be demonstrable and enforced. We need to embed a ruthlessly financially efficient mindset which shows we have zero tolerance right across the Council, for non-compliance with CSOs, Financial Regulations, and controls.
- 1.4. Officers with responsibility for buying goods or purchasing services or procuring works, entering into concession arrangements, modifying or extending Contracts or otherwise dealing with Contract arrangements must comply with the minimum requirements established by these CSOs. The aims of these CSOs are to promote good purchasing practice, public accountability and transparency, to support the delivery of the Council’s objectives and priorities, to ensure that the Council obtains Value for Money, compliance with legislation and to prevent corruption. Following the rules is the best defence against allegations that a decision has been made incorrectly or fraudulently. Failure to follow them may result in disciplinary action being taken or even criminal proceedings.
- 1.5. Every Contract entered into by the Council must be in connection with a Council function and shall be procured in accordance with all relevant legislation including the Procurement Act 2023 (“PA 2023”) and any Procurement Act Regulations. The PA 2023 and The Procurement Regulations 2024 do not apply to Regulated Health Procurements. The Provider Selection Regime 2023 (“PSR”) will apply to the procurement of Relevant Health Care Services. These CSOs have been written to reflect the current legislative requirements; however, in the event of any inconsistencies between these CSOs and the requirements of the PA 2023, The Procurement Regulations 2024 and PSR the legislation and statutory instruments will take precedence. The Council should also consider the PA 2023 guidance which can be found at [Procurement Act 2023 - Guidance documents - GOV.UK \(www.gov.uk\)](#).
- 1.6. Procurements, including any for Below Threshold Contracts that commenced under the Public Contracts Regulations 2015 (“PCR”) will continue to be procured under the PCR, and Contracts entered into under that procurement or Contracts already awarded will continue to be managed (which includes in relation to modifications and termination) under the PCR.
- 1.7. The Council must have regard to the importance of, and actively consider throughout the procurement, the following covered procurement objectives under Section 12 of the PA 2023 when carrying out a Covered Procurement:
 - 1.7.1 delivering Value for Money;

- 1.7.2 maximising public benefit;
- 1.7.3 sharing information for the purpose of allowing suppliers and others to understand the Council's procurement policies and decisions. This is a general requirement in addition to the notice requirements under the PA 2023. The Council may however be permitted to withhold information in the circumstances outlined in Section 94(1) of the PA 2023;
- 1.7.4 acting, and being seen to act, with integrity. This is a dual requirement for the Council to firstly ensure that there is an absence of fraud, corruption or misfeasance affecting the procurement and secondly to provide sufficient transparency concerning the procurement to suppliers and the public so it is clear that the Council is complying with this objective.

The Council is also subject to the following direct requirements under Section 12 of the PA 2023:

- 1.7.5 the Council must treat suppliers the same unless a difference between the suppliers justifies different treatment. All reasonable steps must be taken by the Council to ensure any different treatment of a supplier does not put it at an unfair advantage or disadvantage;
 - 1.7.6 The Council must, in accordance with CSO 4.9 to 4.13, have regard to the particular barriers that SMEs may face to participate in a procurement and consider whether such barriers can be removed or reduced.
- 1.8. The Council must also have regard to policy objectives contained with the National Procurement Policy Statement ("NPPS") under Section 13 of the PA 2023 that is current at the time of the procurement. The duty to have regard does not apply (but may be considered where relevant and appropriate) to Contracts awarded under a Framework or Contracts awarded under a Dynamic Market, however the NPPS does apply when awarding a Framework or establishing a Dynamic Market itself. Additionally, the NPPS does not apply to the exercise of procurement functions in relation to exempted Contracts under [Schedule 2 of the PA 2023](#) and those exempted Contracts relevant to the Council are detailed in [Section H](#). Where you consider there is any ambiguity in these CSOs please let the Assistant Director Procurement and Commercial know, who will determine any such query following consultation with the Director of Legal Service/Monitoring Officer. For procurement activities that are subject to the PA 2023, there are strict rules that the Council must comply with and advice on their application must be sought from the Assistant Director Procurement and Commercial and/or the Director of Legal Services/Monitoring Officer.
- 1.9. The PA 2023 also places several obligations upon the Council to act proportionately, having regard to the cost, nature and complexity of the Contract or matters being assessed, as follows:

- 1.9.1 **Section 20(3)** – ensuring the procurement procedure is proportionate;
 - 1.9.2 **Sections 22(1), 36(1) and 46(1)** – ensuring that Conditions of Participation are proportionate;
 - 1.9.3 **Section 23(2)(d)** – ensuring that Award Criteria are proportionate;
 - 1.9.4 **Section 58(3)** – in the context of deciding whether suppliers are excluded or excludable, ensuring that requirements for evidence or information to be provided are proportionate.
- 1.10. Each Strategic Leadership Team (“SLT”) Member must take immediate action in the event of breach of these CSOs by reporting this breach to the Assistant Director Procurement and Commercial. It will be the responsibility of the Assistant Director Procurement and Commercial to determine the nature of the breach. If it is deemed to be serious (e.g. involving a Key Decision, or where a corrupt/criminal act is suspected) the Assistant Director Procurement and Commercial will refer the matter to the Director of Audit, Fraud, Risk and Insurance for investigation with a view to identifying the steps to be taken to avoid a recurrence and to ensure appropriate action is taken.
- 2. WHAT TRANSACTIONS DO THESE CONTRACT STANDING ORDERS APPLY TO?**
- 2.1. These CSOs apply to all contractual arrangements made by, or on behalf of, the Council for the carrying out of works or for the supply of goods, materials, and/or services. This includes all types of procurements, re-lets, direct awards, modifications, novations, extensions, and any other contractual transactions which the Council enters into.
 - 2.2. However, they only apply where the Council is **providing** goods, works or services to another body to the limited extent set out in [Section I \(CSO 37\)](#). All the other provisions relate to where the Council is the purchaser.
 - 2.3. These CSOs do not apply to contracts relating to:
 - 2.3.1 An employee’s individual terms of employment,
 - 2.3.2 the acquisition, disposal, or transfer of land (to which Financial Regulations will still apply), or
 - 2.3.3 the making of grants.
 - 2.4. Exempted Contracts for the purposes of the PA 2023 are detailed in Schedule 2 of PA 2023. Those most relevant to the Council are set out in [Section H](#) below. The exempted Contracts only need to comply with the provisions of [Section H](#) and the provisions of the PA 2023 that relate to ‘procurement’ (not ‘Covered Procurement’ as defined in the PA 2023) which for example includes the NPPS (which may or may not apply depending on the requirements of the NPPS). Please seek advice from Legal Services regarding the elements of the PA 2023 that will apply to exempted Contracts.

- 2.5. Special procedures, relating to the:
- 2.5.1 joint ventures,
 - 2.5.2 Relevant Health Care Services,
 - 2.5.3 supply of personal and social care services to a single individual,
 - 2.5.4 where the Council is **providing** goods and services to another,
- are more particularly set out in [Section I](#) below.

3. ESTIMATING CONTRACT VALUES

- 3.1. The procedures which apply to Contracts are different, depending on their Estimated Value. Therefore, producing an Estimated Value for a Contract is the very first thing to do if a new contractual arrangement with an external supplier is required. For a High Value Contract, you also need to ascertain whether the Contract spend will be from Capital or Revenue.
- 3.2. The Estimated Value of a Contract is the total estimated spend including VAT throughout the lifetime of the proposed Contract, including any anticipated extensions and taking account of any potential variables such as options to supply additional goods/services/works and including the Estimated Value of any goods, services or works provided to the Council under the Contract other than for payment. It is not the annual value. See [Appendix 3](#) for more details on calculating the Estimated Value of a Contract.
- 3.3. Where the Contract is a Concession Contract (e.g. to run a café open to the public or other facility where service users are charged) special rules apply – see [Appendix 3](#).
- 3.4. For the purposes of these CSOs the procedures are split as follows:
- 3.4.1 Low Value Contracts valued at below £30,000 (including VAT) – see [Section B](#);
 - 3.4.2 Medium Value Contracts valued at and above £30,000 (including VAT) and below Services Threshold - see [Section C](#); and
 - 3.4.3 High Value Contracts valued at and above the Services Threshold – see [Section D](#).
- 3.5. Where you know that there are, or will be, similar or recurrent transactions for the same goods, services or works the Estimated Value of those similar/ recurrent transactions must be aggregated to determine the Estimated Value of the overall transaction.
- 3.6. The Estimated Value of a Contract must not be manipulated by artificially dividing the Contract requirements into smaller Contracts, whether or not this is done with the intention of avoiding competition or a particular decision-making route. However, having smaller Contracts to make these genuinely attractive to suppliers based in the borough or other Small and Medium-sized Enterprises (“SMEs”) may be allowed, as would encouraging Bidders on larger Contracts

to use local supply chain/labour as part of their bid; take advice from the Assistant Director Procurement and Commercial.

Mixed procurements

- 3.7. Sometimes Contracts may be required to comprise of a mixture of services, goods and works. The Council may also need to award Contracts of one type or a mixture of types. The Council must ensure it correctly categorises the category or type of the Contract.
- 3.8. Where the Contract contains a mixture of goods, services and works the Council will need to determine which Relevant Threshold applies and whether those elements should be separated. The Council cannot mix Above Threshold Contracts and Below Threshold Contracts for the purpose of avoiding complying with the PA 2023 and The Procurement Regulations 2024. Where the value of one type of Contract is above the Relevant Threshold the Contract will be treated as an Above Threshold Contract and High Value Contract.
- 3.9. If a Contract to be awarded is a Framework and includes Above Threshold Elements and Below Threshold Elements it can be separated out. The Above Threshold Elements can be awarded outside of the Below Threshold Elements, but where the Council chooses not to separate the elements, the Framework must be treated as an Above Threshold Contract. The test does not apply to Contracts awarded under a Framework.
- 3.10. Where separation of Above Threshold Elements and Below Threshold Elements is possible in principle but the Council decides not to do so and there is a mix of Below Threshold Elements and Above Threshold Elements, the Council must treat the Below Threshold Elements and Above Threshold Elements as Above Threshold Elements.
- 3.11. The Council can consider several factors when determining whether elements of a mixed Contract could be procured separately and those include, but are not limited to practical and financial factors of splitting out the mixed elements.
- 3.12. Where a mixed procurement involves a 'special regime' Contract (being a Concession Contract, or Light Touch Contract) and one or more elements that are not subject to the special regime, the Council cannot take advantage of the special regime rules where it would be reasonable to split the special regime and non-special regime elements of the Contract into separate Contracts. This applies whether it is a Contract for goods, services or works directly or for a Framework under which Contracts for goods, services and works will be awarded.
- 3.13. If a mixed procurement involves a special regime and contains elements for goods, services or works but the Council decides not to separate the elements the mixed Contract must be awarded in accordance with the usual procedures under the PA 2023 and The Procurement Regulations 2024 and not the special regime.
- 3.14. The PSR applies to the procurement of Relevant Health Care Services where the main subject matter is Relevant Health Care Services with other goods or services which could not reasonably be provided by a separate Contract.

- 3.15. The Council must keep internal records regarding the justification for the decision to conduct a mixed procurement.
- 3.16. The Council is required to publish a Pipeline Notice on the Central Digital Platform where it considers it will spend more than £100 million under relevant Contracts in the coming Financial Year. A 'relevant Contract' for the purposes of the Pipeline Notice is a Contract for the supply of goods, services, or works other than exempted Contracts and includes Below Threshold Contracts and Frameworks (although there is no requirement for any details relating to the Below Threshold Contracts to be published on the Pipeline Notice). The Pipeline Notice must be published before the end of the period of 56 days beginning with the first day of the Financial Year (26th May). The Council shall keep the Pipeline Notices under review.

4. IDENTIFYING A BUSINESS NEED AND PROCUREMENT PRINCIPLES

- 4.1. Under the [Local Government \(Contracts\) Act 1997](#), local authorities can enter into Contracts with third parties in connection with any of their functions. However, first the SLT Member must be able to demonstrate there is a business need for the proposed Contract.
- 4.2. Being ruthlessly financially efficient means our three financial obsessions are:
 - 4.2.1 Necessity - what would happen if the spend isn't approved?
 - 4.2.2 Value for Money - how much really needs to be spent and could this be a one-off cost?
 - 4.2.3 Collaboration - who is responsible? Can partners and other organisations share the costs?
- 4.3. Having identified a business need for goods, services, and/or works, the SLT Member must consider whether:
 - 4.3.1 to seek a new contractual arrangement with an external supplier; or
 - 4.3.2 to provide, deliver and manage the service or works or make the goods within the Council (i.e. an in-house delivery model); or
 - 4.3.3 to procure the services through arrangements made by another public sector supplier;
 - 4.3.4 to enter into a shared service agreement; or
 - 4.3.5 if the required goods, services, and/or works are covered within the scope of any contractual arrangements the Council already has in place, provided that such Contract allows for extra goods, services, and/or works to be included or added, and there is no breach of the PCR, PA 2023 or the Procurement Regulations 2024, or PSR (as applicable) (approval for a Contract modification under these CSOs may also be required).
- 4.4. If a decision is made that the goods, services, and/or works can be resourced in-house then in law there is no award of a Contract and so these CSOs no

longer apply (although in order to comply with Financial Regulations, other parts of the Constitution, or good governance practice a formal approval report may still be required). Otherwise, the process followed must follow these CSOs, including that any Reports required must be prepared and submitted in accordance with these CSOs. [Report templates are available on the Intranet.](#)

- 4.5. Unless otherwise agreed by the Assistant Director Procurement and Commercial, all procurement exercises over £10,000 (including VAT) will be undertaken using the Council's eProcurement System. This includes call-offs from Frameworks and Open Frameworks and calls for competition under Dynamic Purchasing Systems (DPS) or Dynamic Markets (as applicable).
- 4.6. All procurement exercises over £10,000 (including VAT) must have a fixed closing date, the same for every Bidder, set up on the eProcurement System. The Assistant Director Procurement and Commercial will make appropriate arrangements for the opening of Tenders via the eProcurement System, which includes the verification of the Contract sum stated in each Bidder's submission against other information submitted.
- 4.7. Where a procurement exercise is for a High Value Contract, a formal Project Team must be set up to ensure that the Council receives Value for Money and to demonstrate transparency.
- 4.8. **Added Value:** there is an obligation on all local authorities to consider social value during the letting of all service Contracts. This is set out in the [Public Services \(Social Value\) Act 2012](#). The Council has enhanced the social value policy by changing to 'Added Value' The Council's Added Value requirements must be complied with at all times and apply to new Contract awards (inclusive of direct awards), modifications, Framework Agreements, Open Frameworks and Contracts proposed to be called off a Framework, Open Frameworks (where permitted by the framework rules) or Dynamic Markets.
- 4.9. **Local and SME/VCSE Provision:** For Regulated Below Threshold Contracts, SLT Members shall consider whether to reserve the procurement to local businesses based within the Greater London area or UK-wide and/or SMEs /Voluntary, Community and Social Enterprises ("VCSEs") ("**Local and SME/VCSE Provision**") as follows:
 - 4.9.1 Reserve the procurement by supplier location - this means running the procurement and specifying that only suppliers located in the Greater London area can bid. Supplier location is determined by where the supplier is based or established and has substantive business operations and not by location of corporate ownership.
 - 4.9.2 Reserve the procurement for SMEs /VCSEs - this means being able to run a competition and specify that only SMEs and VCSEs can bid.
- 4.10. The SLT Member shall consider the merits of Local and/or SME/VCSE Provision on a case-by-case basis and shall carry out a pre-procurement assessment and complete a checklist with an aim to:

- 4.10.1 assess the sector / market and consider the ability of the market to provide the quantity and quality of the services, goods or works required;
- 4.10.2 identify whether there is a market available locally and that it is of sufficient size and/or maturity to ensure that there are at least three companies capable of providing the goods, services, and/or works locally;
- 4.10.3 identify and manage associated risks, including fraud and corruption.

If the SLT Member's assessment concludes that the Contract may be reserved to Local and/or SME/VCSE Provision the relevant procedures shall be followed when advertising.

- 4.11. The SLT Member may choose to award a Contract based on locality or SME/VCSEs or both of these together. The procurement documentation must be clear about any intention to reserve the procurement, for example by including the standardised definitions of SME / VCSE and supplier location outlined in the Council's standard documentation.

5. SLT MEMBER'S RESPONSIBILITIES

- 5.1. These CSOs must be strictly complied with; they are the Council's minimum requirements. A more thorough procedure may be appropriate for a particular Contract.
- 5.2. SLT Members have responsibility for all Contracts put in place within their Departments. This includes seeking advice on the proposals in draft reports before they are sent to officers for statutory comments and implications. Each SLT Member is accountable to the Cabinet for the performance of their duties in relation to procurement strategy, Contract approval and management, including those matters set out in [Appendix 5](#). The following conditions must be observed:
 - 5.2.1 all procurement exercises and awarded Contracts must be recorded on the eProcurement System;
 - 5.2.2 officers need to have training to ensure they know how to use the eProcurement System;
 - 5.2.3 ensuring appropriate arrangements are in place within their department for the storage of original Contracts not sealed as a Deed once completed (signed and dated). All original contracts valued at and above £30,000 (including VAT) must be passed to the procuring Officer who will enter the details onto the Contracts Register. Legal Services must be provided with the original Contract which will be stored offsite and any associated sealing completed if required;
 - 5.2.4 an electronic copy of all completed Contracts valued at and above £10,000 (including VAT) must be saved on the Contracts Register.

- 5.3. The SLT Member can authorise any officer within their Department to act on their behalf. However, such authority will not affect their accountability for actions taken in their name. **As a result, these CSOs are addressed throughout to the SLT Members. However, it is recognised that in practice these CSOs will be implemented by staff (including consultants) within the SLT Member's department.**
- 5.4. Throughout the CSOs there are requirements for formal decisions to be taken. This is undertaken by preparing a report recommending a decision and this demonstrates an audit trail of the decision once taken. [Report templates are available on the Intranet](#). Various departments input into these reports, and it is for the SLT Member to ensure that those departments are consulted. Implication sections from the consulted department cannot be inserted on their behalf and under no circumstances should amendments to the 'Implication' sections be approved by anyone other than the author of those comments. The Assistant Director Procurement and Commercial must be sent the report once finalised and approved.

6. CONFLICTS OF INTEREST

- 6.1. [Part 5 of the Constitution](#) incorporates Codes of Conduct of both Officers and Members, these state what interests are to be declared when the member is elected/ the officer is appointed and the need to keep these updated as circumstances change.
- 6.2. The need to ensure that any procurement process is conducted fairly means that extra responsibilities are put on those running a procurement. The SLT Member must ensure that for all procurements of Medium and High Value Contracts, including direct awards, all officers and consultants involved complete a declaration confirming they (or their spouse/partner) do not have personal interests (actual, potential, or perceived) which could conflict with the interests of the Council in securing a fair procurement. The declarations should be saved on the eProcurement System.
- 6.3. If a member or an officer of the Council or a consultant working on the Council's behalf becomes aware that a Contract in which they have an interest is being re-procured or has been or is proposed to be entered into by the Council, they shall immediately give written notice to the Monitoring Officer. Such written notice is required, irrespective of whether the interest is direct or indirect. Consideration will then be given as to the appropriate action.
- 6.4. The Monitoring Officer shall maintain a record of all declarations of interest notified by Members and officers. Please see [CSO 19.2](#) and [19.4](#) for requirements in respect of the conflicts of interest under the PA 2023 and PSR respectively.

7. PREVENTION OF CORRUPTION

- 7.1. All Council officers and Members must comply with the relevant [Code of Conduct](#) and the Council's [anti-fraud and corruption strategy](#) and must not invite or accept any gift or reward in respect of the award or performance of any

Contract. It will be for the officer/ Member to prove that anything received was not received corruptly.

- 7.2. High standards of conduct during a procurement are obligatory. While in the normal course of events, gifts and hospitality from suppliers can be accepted provided that they are declared in accordance with the Gifts and Hospitality Policy, while a procurement process is ongoing, such hospitality should be declined. Corrupt behaviour will lead to dismissal and can be fraud or another crime under the statutes referred to in [CSO 7.3](#). Such matters will be investigated, and appropriate action taken, including legal proceedings.
- 7.3. The Assistant Director, Legal Services shall ensure that all Contract conditions contain robust terms that will allow the Council to terminate a Contract where there have been acts relating to fraud, bribery, or corruption as defined under the [Bribery Act 2010](#), and/or Section 117(2) of the [Local Government Act 1972](#); and/or the supplier has committed an act which is an offence under the [Enterprise Act 2002](#). More information about the Bribery Act is available in the Council's Anti-Bribery Policy or speak to the Director of Audit, Fraud, Risk and Insurance.

SECTION B – LOW VALUE CONTRACTS BELOW £30,000 (INCLUDING VAT)

8. LOW VALUE CONTRACTS

8.1. Contracts valued at below £30,000 (including VAT) are to be procured and awarded as set out in this [Section B](#). However, there are exempted Contracts set out in [Section H and special procedures set out in Section I](#).

8.2. Before any Contract is considered the SLT Member must:

8.2.1 be satisfied there is a business need for the Contract (see [CSO 4.1](#)); and

8.2.2 ensure that a Contract estimate is calculated and recorded and be satisfied that the estimated Contract value is below £30,000 (including VAT).

If the Contract value could be £30,000 (including VAT) or greater, the process for Medium Value Contracts must be followed.

9. ADVERTISING PROCESS AND COMPETITION REQUIREMENT FOR ALL LOW VALUE CONTRACTS

9.1. The SLT Member is responsible for ensuring Value for Money in all procurement matters. The following competition requirements have been set considering the Contract value and to achieve Value for Money. The SLT Member must meet these requirements for all Low Value Contracts:

Estimated Value	Advertising Requirement	Competition requirement ¹
£1 to £29,999 inclusive of VAT	None	Either: <ul style="list-style-type: none"> Call-off from suitable third party or Hammersmith & Fulham Framework, Open Framework or DPS (rules of the Framework, Open Framework or DPS to be followed).

¹ If the Contract involves works to housing premises where the Council could make recovery of costs from leaseholders pursuant to s20 of the Landlord and Tenant Act 1985 the rights of the leaseholders must be taken into account when considering the competition for the works. Failure to consult as required by the Service Charges (Consultation Requirements) (England) Regulations 2003 means that the Council's ability to recover costs from leaseholders is limited to £100/£250 depending upon the proposed arrangement for delivering the Works. Take appropriate advice, especially where you are thinking of using a Framework, Open Framework, or DPS,

Estimated Value	Advertising Requirement	Competition requirement ¹
		<ul style="list-style-type: none"> • Written Quotations or Tenders with a minimum of 3 companies invited to Quote or Tender ² through the eProcurement System with a preference to sourcing from suppliers based in the borough; or • Advertised opportunity inviting Quotations or Tenders – use eProcurement System and Central Digital Platform (latter within 24 hours of appearing in the eProcurement System); or

10. APPROVAL PROCESS FOR LOW VALUE CONTRACTS

- 10.1. SLT Members approve the award of all Low Value Contracts within their area, once [CSO 9](#) has been complied with.
- 10.2. The SLT Member must ensure that a written record is prepared of the procurement process followed, to accompany the request for approval of the award of the Contract, to include:
- 10.2.1 a description of the competition process that was adopted and confirmation that this was in accordance with [CSO 9](#);
 - 10.2.2 a report on the results of the competition and the Quotations or Tenders received;
 - 10.2.3 the registered name of the supplier to be awarded the Contract;
 - 10.2.4 details of the Contract value and relevant budget that will be funding the Contract;
 - 10.2.5 commencement and expiry dates.
- 10.3. Details of all Contracts that have a value of £5,000 (including VAT) or greater must be published by the SLT Member in the Contracts Register on the eProcurement System in accordance with the [Transparency Regulations 2015](#) and the [Local Government Transparency Code 2015](#) published by the Department for Levelling Up, Housing & Communities.
- 10.4. In addition, an electronic copy of the completed (dated) Contract, where valued at £10,000 (including VAT) or more, must be uploaded to the Contracts Register

² Please see guidance regarding issuing a Quote or a Tender at [insert link]

held on the e-tendering system along with a copy of the record referred to at [CSO 10.2](#).

- 10.5. Except for out of hours purchases or minor expenses, no telephone orders are to be placed for goods, services, and/or works, unless otherwise agreed by the Assistant Director Procurement and Commercial. A purchase order number must be provided to the supplier at the time of the order.

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SECTION C – MEDIUM VALUE CONTRACTS – £30,000 (INCLUDING VAT) TO SERVICES THRESHOLD OR TO LIGHT TOUCH THRESHOLD FOR LIGHT TOUCH CONTRACTS

11. MEDIUM VALUE CONTRACTS

- 11.1. Contracts valued between £30,000 (including VAT) and the Services Threshold and Light Touch Contracts between £30,000 (including VAT) and up to the Light Touch Threshold are to be deemed “Medium Value Contracts” and procured and awarded as set out in this [Section C](#). However, there are exempted contracts set out in [Section H and special procedures set out in Section I](#).
- 11.2. Before any Medium Value Contract is considered the SLT Member must:
- 11.2.1 be satisfied there is a business need for the Contract (see [CSO 4.1](#));
 - 11.2.2 ensure that a Contract estimate is calculated and recorded and be satisfied that the estimated Contract value is between £30,000 (including VAT) and up to Services Threshold or up to Light Touch Threshold for Light Touch Contracts. If it could be greater the process for High Value Contracts must be followed;
 - 11.2.3 make an assessment in accordance with [CSO 4.9](#) to [CSO Error! Reference source not found](#). as to whether the Contract may be reserved to **Local and SME/VCSE suppliers**

12. PROCUREMENT STRATEGY FOR MEDIUM VALUE CONTRACTS

- 12.1. The SLT Member decides upon the most appropriate Procurement Strategy. Once the Procurement Strategy is decided upon, a Project Team must be established to take responsibility for managing all aspects of the procurement process. The provisions of [paragraph 6](#) of [Appendix 8](#) shall apply to the Project Team and the procurement process.
- 12.2. The SLT Member will ensure that the Council’s conflict of interest paperwork is completed at the commencement of the procurement process and any changes to actual, potential, and/or perceived conflicts are considered again, prior to evaluation of Tenders/Quotes (see [CSO 19.2](#)).

13. ADVERTISING PROCESS AND COMPETITION REQUIREMENT FOR ALL MEDIUM VALUE CONTRACTS

- 13.1. The SLT Member is responsible for ensuring Value for Money in all procurement matters. The following competition requirements have been set in light of the Contract value and in order to achieve Value for Money:

Type of Medium Value Contract	Competition requirement ³	Advertising Requirement
Supplies/Services	<ol style="list-style-type: none"> 1. Invitation without pre-qualification stage to submit Tenders. Where Local and SME/VCSE Provision is assessed and considered suitable, the procurement shall be reserved to local suppliers and/or SMEs/VCSEs 2. Call off from suitable third party or Hammersmith & Fulham Framework, Open Framework, or DPS (rules of the Framework, Open Framework or DPS to be followed) 	<p>For 1: Written Quotations or Tenders with a minimum of 3 companies invited to Quote or Tender⁴ through the eProcurement System with a preference to sourcing from suppliers based in the borough.</p> <p>Advertising requirements to be discussed and agreed with the Procurement Team, where the opportunity is advertised, use eProcurement System and Central Digital Platform (latter within 24 hours of appearing in the eProcurement System). The Council must publish a Below-Threshold Tender Notice where it is inviting Tenders to award a Notifiable Below-Threshold Contract (however</p>

³ If the Contract involves works to housing premises where the Council could make recovery of costs from leaseholders pursuant to s20 of the Landlord and Tenant Act 1985 the rights of the leaseholders must be taken into account when considering the competition for the works. Failure to consult as required by the Service Charges (Consultation Requirements) (England) Regulations 2003 means that the Council's ability to recover costs from leaseholders is limited to £100/£250 depending upon the proposed arrangement for delivering the works. Take appropriate advice, especially where you are thinking of using a Framework, Open Framework, or DPS.

⁴ Please see guidance regarding issuing a Quote or a Tender at [\[insert link\]](#)

Type of Medium Value Contract	Competition requirement ³	Advertising Requirement
		this requirement does not apply where the Council is inviting Quotations or Tenders from a closed group of pre-selected suppliers (i.e. suppliers on a Framework) or from one or more targeted individual suppliers)
		For 2: Follow the rules of the Framework/Open Framework/and use the eProcurement System for all mini-competitions
Works and Maintenance Services for assets e.g. housing repairs and FM (except information technology)	<p>1. Invitation to submit Quotations through the eProcurement System (though Tenders can be invited where considered appropriate).</p> <p>Or</p> <p>2. Call off from suitable third party or Hammersmith & Fulham Framework, Open Framework or DPS (rules of the Framework, Open Framework, DPS to be followed)</p>	<p>For 1: Written Quotations or Tenders with a minimum of three companies invited to Quote or Tender⁵ through the eProcurement System with a preference to sourcing from suppliers based in the borough.</p> <p>Advertising requirements to be discussed and agreed with the Procurement Team, where the opportunity is advertised, use eProcurement</p>

⁵ Please see guidance regarding issuing a Quote or a Tender at [insert link]

Type of Medium Value Contract	Competition requirement ³	Advertising Requirement
		<p>System and Central Digital Platform (latter within 24 hours of appearing in the eProcurement System) Where Local and SME/VCSE provision is assessed and considered suitable, the procurement shall be reserved to local suppliers;</p> <p>The Council must publish a Below-Threshold Tender Notice where it is inviting Tenders to award a Notifiable Below-Threshold Contract (however this requirement does not apply where the Council is inviting Quotations or Tenders from a closed group of pre-selected suppliers (i.e. suppliers on a Framework) or from one or more targeted individual suppliers)</p> <p>For 2: Follow the rules of the Framework/Open Framework/and use the eProcurement System for all mini-competitions</p>

Type of Medium Value Contract	Competition requirement ³	Advertising Requirement
From £30,000 to below the “Light Touch Threshold”	<p>1. Invitation without pre-qualification stage to submit Tenders. Where Local and SME/VCSE Provision is assessed and considered suitable, the procurement shall be reserved to local suppliers and/or SMEs/VCSEs</p> <p>Call off from suitable third party or Hammersmith & Fulham Framework, Open Framework, or DPS (rules of the Framework, Open Framework, or DPS to be followed)</p>	<p>For 1:</p> <p>Written Quotations or Tenders with a minimum of three companies invited to Quote or Tender⁶ through the eProcurement System with a preference to sourcing from suppliers based in the borough.</p> <p>Advertising requirements to be discussed and agreed with the procurement team, where the opportunity is advertised, use the eProcurement System and Central Digital Platform (latter within 24 hours of appearing in the eProcurement System). The Council must publish a Below-Threshold Tender Notice where it is inviting Tenders to award a Notifiable Below-Threshold Contract (however this requirement does not apply where the Council is inviting Quotations or Tenders from a closed group of pre-selected suppliers (i.e. suppliers on a Framework) or from</p>

⁶ Please see guidance regarding issuing a Quote or a Tender at [insert link]

Type of Medium Value Contract	Competition requirement ³	Advertising Requirement
		one or more targeted individual suppliers) For 2: Follow the rules of the Framework/Open Framework/and use the eProcurement System for all mini-competitions

- 13.2. There is a specific procurement process for Medium Value Contracts that are Regulated Below Threshold Contracts. The competition must be run without restricting participation in the procurement process by reference to an assessment of supplier's ability to perform the Contract (legal and financial capacity and technical ability) (see Section 85 of the PA 2023). This prohibition does not apply to works Contracts if the estimated value is not less than the Services Threshold and does not apply to Contracts awarded in accordance with a Framework (call-off contracts from a Framework).

14. PROCUREMENT DOCUMENT SUITE

- 14.1. The SLT Member must prepare a specification and all appropriate procurement documentation (known collectively as the "Procurement Document Suite") using the Council's standard form documentation. Amendments to the Council's standard form documentation must be agreed with the Assistant Director Procurement and Commercial or, in appropriate cases, Assistant Director, Legal Services. The award criteria must relate specifically to the Contract to be procured and shall be based on the most advantageous tender.
- 14.2. See also [Appendix 3](#) of these CSOs concerning the Contract Requirements.
- 14.3. For recurring Medium Value Contracts SLT Members may consider establishing a Council Framework, or Open Framework subject to approval from the Assistant Director Procurement and Commercial and after appropriate approval to reflect the aggregated estimated value of goods, services, and/or works to be placed through the Framework, or Open Framework.
- 14.4. It is not anticipated that there will be interviews with Bidders on a Medium Value Contract. However, if there are, full records of the interview must be kept and the purpose of the interviews and how they will be used in the evaluation process must be set out in the Procurement Document Suite.

15. APPROVAL PROCESS FOR AWARD OF MEDIUM VALUE CONTRACTS

- 15.1. All Contract awards over £100,000 (including VAT) must be submitted to the Contracts Assurance Board before being submitted for approval to the decision maker. The Contracts Assurance Board may:

- 15.1.1 Recommend that the SLT Member approve the report;
 - 15.1.2 Provide advice and/or make recommendations to the report author and request an updated report for consideration;
 - 15.1.3 Recommend that the SLT Member does not approve the report where the Council's priorities are not achieved.
- 15.2. SLT Members approve the award of all Medium Value Contracts within their area, once [CSO 13](#) has been complied with.
- 15.3. If the value of the Contract to be awarded is more than 10% higher than the initial estimated value of the Contract and over the Service Threshold, the SLT Member must consult the Assistant Director Procurement and Commercial, or their nominated deputy before the decision is taken.
- 15.4. The SLT Member must prepare an award report in the standard form. Report templates are available on the Intranet.
- 15.5. The award report must contain the comments of the Director of Finance, the Director of Audit, Fraud Risk and Insurance and the Director, Legal Services or their nominated deputies.
- 15.6. Provided that the SLT Member approves the award report the Contract shall be awarded by way of a notification via the eProcurement System and:
- 15.6.1 Where the value of the Contract is below £100,000 (including VAT), then unless the Assistant Director, Legal Services considers otherwise, it will be entered as a simple agreement signed by the relevant SLT Member (electronic signatures are permitted);
 - 15.6.2 Where the value of the Contract is £100,000 (including VAT) or more, the Assistant Director, Legal Services will arrange for the Contract to be sealed on behalf of the Council where this is appropriate, and a link to the award report as published on the eProcurement System must be provided with the request for sealing.
- 15.7. For all Medium Value Contracts, the Contract documentation must be concluded (including the formal execution of the Contract by all parties) before its commencement. Only in exceptional circumstances, and then only with the written consent of the Assistant Director, Legal Services, may a Contract commence on the basis of an exchange of correspondence (i.e., a Letter of Intent).
- 15.8. An electronic copy of the completed (dated) Contract must be uploaded to the eProcurement System along with a copy of the award report. A Contract must be kept for at least 6 years after the end date of the Contract.
- 15.9. Documents which relate to the procurement process should be kept for a minimum period of 12 months, provided there is no dispute about the award (these may be stored electronically).
- 15.10. The SLT Member must ensure a record is kept of:

- 15.10.1 preliminary market engagement (if any);
 - 15.10.2 the subject-matter and value of the Contract, Framework Agreement, or Open Framework, or DPS (as applicable);
 - 15.10.3 when a Local and SME/VCSE Provision has been identified a copy of the checklist completed prior to advertisement;
 - 15.10.4 actions taken to identify and manage associated risks, including fraud and corruption;
 - 15.10.5 where applicable, the results of the qualitative selection and reduction of numbers including supplier due diligence checks;
 - 15.10.6 the names of the selected candidates or Bidders and the reasons for their selection;
 - 15.10.7 the names of the rejected candidates or Bidders and the reasons for their rejection;
 - 15.10.8 the name of the successful Bidder and the reasons why its Procurement Response was selected;
 - 15.10.9 where applicable, the reasons why the contracting authority has decided not to award a Contract or Framework or Open Framework;
 - 15.10.10 where applicable, the reasons why means of communication other than electronic means have been used for the submission of tenders;
 - 15.10.11 where applicable, conflicts of interests declared and subsequent measures taken (see [CSO 19.2](#));
 - 15.10.12 clarification (and where appropriate post-procurement negotiation) (to include minutes of meetings);
 - 15.10.13 the Contract documents;
 - 15.10.14 simple and proportionate Key Performance Indicators (KPI)s and data reporting mechanisms included in the Contract;
 - 15.10.15 post-Contract evaluation and monitoring; and
 - 15.10.16 written records of communications with supplier(s) and with the successful supplier(s).
- 15.11. Where the Medium Value Contract is a Notifiable Below-Threshold Contract and Regulated Below-Threshold Contract the Council must publish a Contract Details Notice as soon as reasonably practicable after entering into the Notifiable Below-Threshold Contract. This requirement applies to all Notifiable Below-Threshold Contracts and not only those which require the publication of a Below-Threshold Tender Notice.

SECTION D – HIGH VALUE CONTRACTS – OVER THE SERVICES THRESHOLD

16. HIGH VALUE CONTRACTS

- 16.1. Contracts valued at the Services Threshold or Light Touch Threshold and over are to be procured and awarded as set out in this [Section D](#). However, there are exempted Contracts set out in [Section H and special procedures set out in Section I](#).
- 16.2. Before any High Value Contract is considered, the SLT Member must be satisfied there is a business need for the Contract (see [CSO 4](#)). The SLT Member must also ensure that a Contract estimate is calculated and recorded, which will determine the process to be followed to approve the procurement strategy and the Contract award.

17. PREPARING FOR HIGH VALUE CONTRACTS – PROJECT TEAM

- 17.1. For every High Value Contract, the SLT Member shall establish a Project Team comprising:
- 17.1.1 Contract Officer,
 - 17.1.2 client-side officers,
 - 17.1.3 relevant stakeholders, and
 - 17.1.4 relevant professional officers (including (but not limited to) legal, finance, procurement, IT, and HR as appropriate) including external advisers as applicable and warranted.
- 17.2. The Project Team shall take responsibility for all pre-procurement related activity as set out in [Appendix 8](#) including (but not limited to):
- 17.2.1 Recording and reviewing all actual, potential, and perceived conflicts of interest;
 - 17.2.2 carrying out preliminary market engagement and consultation, to decide whether a new Contract arrangement is to be procured, or that the business need is to be met within the Council;
 - 17.2.3 researching available Frameworks, Open Frameworks, DPS, and Dynamic Markets, or considering whether an existing Contract can be varied to add in the new business need (advice to be taken from the Assistant Director, Legal Services in these cases, and the Assistant Director Procurement and Commercial if appropriate);
 - 17.2.4 developing the Procurement Strategy;
 - 17.2.5 identifying whether the Contract will be paid for from Capital or Revenue;
 - 17.2.6 for High Value Contracts for works which are below Works Threshold only, make an assessment in accordance with [CSO 4.9 to Error!](#)

[Reference source not found.](#) as to whether the Contract may be reserved to **Local and SME/VCSE suppliers**; and

17.2.7 maintaining records of all internal and external meetings.

18. PROCUREMENT STRATEGY APPROVAL PROCESS FOR HIGH VALUE CONTRACTS

18.1. Prior to starting any procurement exercise for a High Value Contract, the Project Team must prepare a report ([template on the Intranet](#)) for approval of the Procurement Strategy for the procurement. This is submitted as follows:

Capital Contracts	Procurement Strategy Approval
Services Threshold to £1.5m	SLT Member in consultation with the relevant Cabinet Member
£1,500,001 - £5m	The relevant Cabinet Member
In excess of £5m	Cabinet

Revenue Contracts	Procurement Strategy Approval
Services Threshold to £500,000 (including VAT)	SLT Member in consultation with the relevant Cabinet Member
£500,00 to 1.5m (including VAT)	The relevant Cabinet Member
In excess of £5m (including VAT)	Cabinet

18.2. All procurement strategies must be submitted to the Contracts Assurance Board before being submitted for approval to the decision maker in accordance with [CSO 18.1](#). Where the procurement strategy concerns a Contract with an estimated value in excess of £300,000 (including VAT) in value, or the expenditure is otherwise significant, then it is a Key Decision (see Article 12 of the [Constitution](#)) and the report must be submitted to Committee Services for publication on the Council's website.

19. ADVERTISING PROCESS FOR HIGH VALUE CONTRACTS

19.1. The SLT Member is responsible for ensuring Value for Money in all procurement matters. The SLT Member will use the methods for selecting potential Bidders as set out below in the relevant table. All processes (including call-offs from Frameworks, Open Frameworks, Dynamic Markets or a DPS)

must be run through the eProcurement System, unless the Assistant Director Procurement and Commercial agrees otherwise. The process must be set out in the Procurement Strategy.

- 19.2. Before publishing a Tender Notice, Transparency Notice or Dynamic Market Notice the Council must prepare a conflict assessment under Sections 83(1) and (2) of the PA 2023. The conflict assessment must include details of conflicts or potential conflicts identified in accordance with Section 81 of the PA 2023 and any steps the Council has taken for the purposes of mitigating the conflict in accordance with Section 82 of the PA 2023. The conflict assessment must be kept under review and revised as necessary. When publishing a notice, the Council must confirm the assessment has been prepared and revised.
- 19.3. The SLT Member will ensure that the Council’s conflict of interest paperwork is completed at the commencement of the procurement process and any changes to actual or potential conflicts are considered again prior to evaluation of Tenders/Quotes.
- 19.4. Where the Council is procuring Relevant Health Care Services the Council must take appropriate measures to prevent, identify and remedy conflicts of interest in compliance with Regulation 21 of PSR.

Requirements for “Supply and Service” Contracts (excluding “Light Touch Services”)

Value	Competition requirement	Advertising requirement
Above Services Threshold	Either: 1. Use of an existing DPS, Framework, Open Framework, Dynamic Market which is compliant with the PA 2023, The Procurement Regulations 2024 or PSR, as applicable; or 2. Competitive Tendering Procedure selected in accordance with the PA 2023 and The Procurement Regulations 2024 as approved through the Procurement Strategy.	For 1, Follow the rules of the Framework/Open Framework/DPS or Dynamic Market and use the eProcurement System for all mini-Competitions or calls for competition For 2, all of the following: <ul style="list-style-type: none"> • Tender Notice published on Central Digital Platform • Trade Journal (Project Team decides. The advert must first be published on the Central Digital Platform)

- 19.5. The Council must at least once in every period of 12 months during the Contract and upon termination assess the supplier’s performance against the KPIs and publish information regarding the assessment in the Contract Performance

Notice⁷ or in the Contract Termination Notice. The Council must assess the KPIs against the ratings set out in Regulation 39(5) of the Procurement Regulations 2024.

Requirements for “Light Touch Services” as defined in Schedule 1 of the Procurement Regulations 2024

Value	Competition requirement	Advertising requirement
From the “Light Touch Threshold” and above	<p>Either:</p> <ol style="list-style-type: none"> 1. Use of an existing DPS, Framework, Open Framework, Dynamic Market which is compliant with the PA 2023 and The Procurement Regulations 2024; <p>OR (<i>if not appropriate</i>)</p> <ol style="list-style-type: none"> 2. Competitive Tendering Procedure selected in accordance with the PA 2023 and The Procurement Regulations 2024 as approved through the Procurement Strategy. 	<p>For 1:</p> <p>Follow the rules of the Framework/Open Framework/DPS/Dynamic Market and use the eProcurement System for all mini-competitions</p> <p>For 2, all of the following:</p> <ul style="list-style-type: none"> • Tender Notice published on Central Digital Platform • Opportunity listing on the eProcurement System webpage • Trade Journal (if Project Team decides. The advert must first be published on the Central Digital Platform)

⁷ Section 71 (Assessment of contract performance) PA 2023 will come into effect after 24th February 2024, date to be determined on such day as a Minister of the Crown may by regulations appoint (Section 127(2) PA 2023).

Requirements for Works Contracts (Schedule 3 Works Activities of The Procurement Regulations 2024)

Value	Competition requirement ⁸	Advertising Requirement
From Services Threshold to Works Threshold	<p>Either:</p> <ol style="list-style-type: none"> the use of a suitable Framework/Open Framework/Dynamic Market or DPS; <p>OR (if not appropriate)</p> <ol style="list-style-type: none"> Either Open Procedure or Competitive Flexible Procedure as set out in the Procurement Strategy and where Local and SME/VCSE Provision is assessed and considered suitable, the procurement shall be reserved to local suppliers; 	<p>For 1:</p> <p>Follow the rules of the Framework/Open Framework/Dynamic Market /DPS and use the eProcurement System for all mini-competitions</p> <p>For 2:</p> <ul style="list-style-type: none"> Opportunity listing on the eProcurement System webpage and Central Digital Platform Trade Journal (if Project Team decides. The advert must first be published on the Central Digital Platform)
Above Works Threshold	<p>Either:</p> <ol style="list-style-type: none"> Use of an existing Framework, Open Framework, Dynamic Market or DPS which is compliant with the PA 2023 and The Procurement Regulations 2024; or 	<p>For 1:</p> <p>Follow the rules of the Framework/Open Framework/Dynamic Market/DPS and use the eProcurement System for all mini-competitions</p> <p>For 2:</p>

⁸ If the Contract involves works to housing premises where the Council could make recovery of costs from leaseholders pursuant to Section 20 of the [Landlord and Tenant Act 1985](#) the rights of the leaseholders must be taken into account when considering the competition for the works. Failure to consult as required by the [Service Charges \(Consultation Requirements\) \(England\) Regulations 2003](#) means that the Council's ability to recover costs from leaseholders is limited to £100/£250 depending upon the proposed arrangement for delivering the works. Take appropriate advice from Legal Services.

Value	Competition requirement ⁸	Advertising Requirement
	2. Competitive Tendering Procedure selected in accordance with the PA 2023 and The Procurement Regulations 2024 as approved through the Procurement Strategy.	<ul style="list-style-type: none"> • Tender Notice published in Central Digital Platform • Opportunity listing on the eProcurement System webpage • Trade Journal (if Project Team decides. The advert must first be published on the Central Digital Platform).

Establishing a Project Team

- 19.6. Once approval for Procurement Strategy is granted in accordance with [CSO 18](#), a Project Team shall be established to take responsibility for managing all aspects of the procurement process. This may be the same membership as the Project Team or may be different.
- 19.6 The provisions of [paragraph 6](#) of [Appendix 8](#) apply to the Project Team.

20. TENDER PROCESS

- 20.1. [Appendix 8](#) or [Appendix 9](#) (as applicable) shall apply to the Tender process.
- 20.2. Unless the Assistant Director, Legal Services agrees otherwise the Project Team shall use the Council's standard documentation for the Tender and Contract documentation.
- 20.3. Unless the Assistant Director Procurement and Commercial agrees otherwise:
- 20.3.1 the minimum time limits for submission of response to Conditions of Participation (as applicable) and Tenders are as set out in [Appendix 7](#);
 - 20.3.2 all Tenders and Responses to mini-competition must be received through the eProcurement System; and
 - 20.3.3 the Contract terms shall comply with the provisions of [Appendix 3, paragraph 2](#).

Refinement of Award Criteria and Modifying the Procurement

- 20.4. The Council may refine any Award Criteria as part of a Competitive Flexible Procedure in accordance with Section 24 PA 2023 or modify the Procurement

in accordance with Section 31 PA 2023. Specific timescales apply and you must seek Legal and Procurement advice.

- 20.5. For a refinement of Award Criteria the Tender documents need to provide for the Award Criteria to be refined and the refinement must occur before the Council has invited suppliers to submit Tenders to be assessed. The Tender notice and associated documents must be updated and re-published following the refinement.
- 20.6. For a modification of the Procurement the modification must take place before the deadlines specified in Section 31(1) have passed. Following a modification the Council must consider revising the applicable Tender deadlines and other time limits for submission in accordance with Section 54 of the PA 2023.
- 20.7. Please note that where the procurement relates to a Light Touch Contract, to be awarded following a Competitive Flexible Procedure there are less restrictions on modifying the procurement under Section 31 of PA 2023 after a request to participate or receipt of initial tenders than for other covered procurements. There is no requirement for modifications to not be substantial.
- 20.8. Where a modification is made to the Procurement under Section 31(2) of PA 2023, the Council must notify each Participating Supplier.

21. KEY PERFORMANCE INDICATORS

- 21.1. Where a Contract with an estimated value of more than £5 million (including VAT) is entered into the Council must set at least three KPIs. Please take Legal and Procurement advice regarding the setting of KPIs. This requirement does not apply where the Council considers the supplier's performance under the Contract would not be able to be assessed by reference to KPIs. The Council must publish the KPIs on the Central Digital Platform using the Contract Details Notice. The Council must publish information regarding the KPIs at the time the Contract Performance Notice is published. The requirement to set at least three KPIs does not apply to a Framework (it does apply to a Call-Off Contract), Concession Contract or Light Touch Contract.
- 21.2 The Council must at least once in every period of 12 months during the Contract and upon termination assess the supplier's performance against the KPIs and publish information regarding the assessment in the Contract Performance Notice⁹ or in the Contract Termination Notice. The Council must assess the KPIs against the ratings set out in Regulation 39(5) of the Procurement Regulations 2024.

⁹ Section 71 (Assessment of contract performance) PA 2023 will come into effect after 24th February 2024, date to be determined on such day as a Minister of the Crown may by regulations appoint (Section 127(2) PA 2023)

22. APPROVAL PROCESS FOR CONTRACT AWARD OF HIGH VALUE CONTRACTS

- 22.1. The Project Team shall prepare an award report for all High Value Contracts and submit the report for decision as follows:

Capital Contracts	Contract Award Approval
Services Threshold up to £1.5m	SLT Member in consultation with the relevant Cabinet Member
£1.5m and above	The relevant Cabinet Member
Revenue Contracts	Contract Award Approval
Services Threshold up to £0.5m	SLT Member in consultation with the relevant Cabinet Member
£0.5m and above	The relevant Cabinet Member

- 22.2. If the value of the Contract to be awarded is more than 10% higher than the initial estimated value of the Contract and over £10,000,000 (including VAT), approval must be sought from Cabinet.
- 22.3. The Project Team shall prepare an award report in the standard form. [Report templates are available on the Intranet.](#)
- 22.4. The award report must contain the comments of the Director of Finance, the Assistant Director Procurement and Commercial, the Director of Audit, Fraud, Risk and Insurance and the Assistant Director, Legal Services.
- 22.5. All Contract awards over £100,000 (including VAT) must be submitted to the Contracts Assurance Board before being submitted for approval to the decision maker as set out in [CSO 22.1.](#)
- 22.6. Once the award decision has been made the relevant department should ensure that the supplier is set up on the Council's finance system. If the Contract is awarded to a new supplier, the department should request a new supplier set-up which will be approved by the Procurement Team on receipt of the final award report. All departments should raise purchase orders and approve invoices to pay suppliers through self-service on the Council's finance system. Officers should not undertake this for anyone outside of their own department. This way the approval goes to the responsible budget holder and the right teams can complete the good receipting when service or goods are received. No orders should be made without providing a valid purchase order, without this there is no approval to spend and the supplier will not be paid.

- 22.7. Where the report concerns the award of a Contract in excess of £300,000 (including VAT) in value or the expenditure is otherwise significant, then 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. The award decision cannot be implemented without the expiry of the call-in period for that decision as shown on the website AND (if a Regulated Procurement) expiry of the Standstill Period (see [Appendix 8 and Appendix 9](#)).
- 22.8. Provided that the report has been approved in accordance with this [CSO 22](#) and any Standstill Period has expired, the Project Team shall ensure that the Contract Award Notice is published and that the Contract is entered into and arrange for the Assistant Director, Legal Services to seal the Contract on behalf of the Council. A Contract Award Notice must also be published where a Call-Off Contract is awarded under a Framework or Open Framework.
- 22.9. For all High Value Contracts, the Contract documentation must be concluded (including the formal execution of the Contract by all parties) before its commencement. Only in exceptional circumstances, and then only with the written consent of the Assistant Director, Legal Services, may a Contract commence based on an exchange of correspondence or letter of intent.
- 22.10. An electronic copy of the completed (dated) Contract must be uploaded to the Contracts Register along with a copy of the award report.

23. TERMINATION OF PROCUREMENT

- 23.1. If the Council decides not to award a Contract after publishing a Tender Notice or Transparency Notice, the Council must publish a Procurement Termination Notice as soon as reasonably possible after making the decision.

24. DIRECT AWARDS

- 24.1. The Council may direct award Above Threshold Contracts where the circumstances detailed in Sections 41 (special cases), 42 (to protect life, etc) and 43 (switching to direct award) of the PA 2023 apply. The Council must publish a Transparency Notice before awarding a Contract under Sections 41 to 43 of the PA 2023.
- 24.2. The requirement to publish a Transparency Notice does not apply in relation to the award of a Contract under Section 41 by virtue of paragraph 15 of Schedule 5 (where the Contract is for the supply of user choice services).

SECTION E- WAIVER

25. GROUNDS FOR WAIVER

- 25.1. In the event that any requirement of these CSOs cannot be complied with, and this is for one of the reasons set out in [CSO 25.3](#) below, the SLT Member may apply for a waiver of the relevant CSO.
- 25.2. It should be noted that a waiver cannot be sought in relation to any legal requirements contained in the PA 2023, The Procurement Regulations 2024, PCR, PSR, as applicable, or other legislation. Any breaches are logged and reported to internal audit.
- 25.3. A waiver can only be granted where one of the following grounds applies:
- 25.3.1 Where the works, services, or supplies can only be supplied by a particular economic operator for any of the following reasons:
 - 25.3.1.1 the procurement relates to unique work or intellectual property rights of the supplier; or
 - 25.3.1.2 competition is absent for technical reasons; or
 - 25.3.1.3 where there is no reasonable alternative or substitute in the market;provided that the reasons for the absence of competition is not due to an artificial narrowing of the Council's requirements;
 - 25.3.2 the Contract is for works, goods or services that are required in circumstances of extreme urgency that could not reasonably have been foreseen; or
 - 25.3.3 the circumstances of the proposed Contract are covered by legislative exemptions; or
 - 25.3.4 the procurement will be run as Collaborative Procurement or other partnership arrangement with another public body, and the procurement procedures of that other public body will apply (see further [CSO 34](#));
 - 25.3.5 The Council has no influence over supplier selection because:
 - 25.3.5.1 The procurement activity is grant funded and the supplier is named as a condition of that funding; or
 - 25.3.5.2 Where the Council is matching grant funding and the original grant has been given conditional on the use of a named supplier;
 - 25.3.6 there are other circumstances which are genuinely exceptional.

26. AUTHORISING A WAIVER

26.1. The SLT Member shall prepare a waiver report in the standard form as set out below and submit the report to the appropriate decision maker as follows:

Contract Value	Form of request	Comments required from	Decision Maker
Waiver in relation to Low and Medium Value Contract	Waiver Request Form	No comments required	Assistant Director, Procurement and Commercial on recommendation of the Contract Assurance Board
Waiver in relation to High Value Contracts	Waiver Request Form	Assistant Director, Legal Services	For service contracts, S151 Officer on recommendation of the Contract Assurance Board For works Contracts below Works Threshold, Assistant Director, Procurement and Commercial and above that, S151 Officer on recommendation of the Contract Assurance Board

- 26.2. The [Waiver Request Form](#) shall **ONLY** seek a waiver of the relevant CSO and shall not include any other recommendations. A subsequent Procurement Strategy approval or award report will follow the provisions of CSOs as applicable.
- 26.3. Retrospective waivers cannot be granted but will be noted. This noting, along with the award report will enable you to set up the supplier on the financial system.
- 26.4. The Assistant Director Procurement and Commercial shall submit all waiver requests to the Contracts Assurance Board to make a recommendation to the decision maker.
- 26.5. A record of the decision and reasons will be kept by the Procurement Team. A report on all waivers shall be submitted to SLT Members quarterly and reviewed annually by the Audit Committee.

SECTION F - POST AWARD/IN-CONTRACT DECISIONS

27. MODIFICATIONS (VARIATIONS) AND NOVATIONS

27.1. Approval must be sought for all variations, modifications and any novations to Contracts in accordance with this [CSO 27](#). **Note: extensions are dealt with in [CSO 28](#).**

27.2. The only exception to this is:

27.2.1 if the change is in relation to a construction Contract where provisional sums have been allowed for in the Contract sum and the change relates to instructing the expenditure required against those provisional sums, in which case the provisions of the Contract should be followed; or

27.2.2 the Contract allows for repeated orders for works, goods or services over its term, in which case the placing of an order is not a modification of the Contract where it is within the scope of that Contract and its order processes and any advertised estimated Contract value for the whole Contract is not exceeded (though new budgetary approval may still be required).

27.3. Modifications (except extensions) of Below Threshold Contracts and Light Touch Contracts

27.3.1 For all Low and Medium Value Contracts, and High Value Works Contracts below the Works Threshold where the proposed change in value is not modifying the current value by +/-10% or more, the SLT Member must be able to demonstrate the type of modification was provided for in the original Contract¹⁰ and:

27.3.1.1 that the cumulative value of the modification plus any other previous modifications do not increase the total Contract value so that it exceeds the Relevant Thresholds; or

27.3.1.2 for construction or highways works only, that the works are covered by a contingency sum which was authorised as part of the award of the Contract, provided that the Contract was awarded in accordance with these Contract Standing Orders.

27.3.2 For all Low and Medium Value Contracts or High Value Works Contracts below the Works Threshold, where the proposed change in value is modifying the current value by +/-10% or more, approval shall be sought from the relevant SLT Member in consultation with the relevant Cabinet Member in accordance with [CSO 27.3.4](#) below

¹⁰ Regulation 72 of the PCR or Section 74 and Schedule 8 of the PA 2023 (as applicable) may be used as a guide in determining whether or not to modify these Contracts. See Appendix 6.

- 27.3.3 The SLT Member shall prepare a record demonstrating that:
- 27.3.3.1 [CSO 27.3.1](#) has been complied with; and
 - 27.3.3.2 where [CSO 27.3.1.2](#) is relied upon, confirmation of the previous approval for the Contract; and
 - 27.3.3.3 details of the relevant budget for the modification.
- 27.3.4 The SLT Member (in consultation with the Cabinet Member where [CSO 27.3.2](#) applies) may then approve the modification subject to compliance with Financial Regulations.

27.4. Modifications of Above Threshold Contracts (Regulated Procurements)

- 27.4.1 Modification of an Above Threshold Contract, or one that has or will become an Above Threshold Contract when modifications and extensions are taken into account, are only permitted in accordance with [Regulation 72](#) of the PCR (if procured prior to the implementation of the PA 2023) or PA 2023 (if procured on and from 24th February 2025) under Section 74 of the PA 2023. See [Appendix 6](#) for details of the exemptions granted. A new procurement procedure in accordance with these CSOs is required where the proposed modifications are not permitted.
- 27.4.2 Modifications to all Above Threshold Contracts must first be referred to the Assistant Director, Legal Services and the Assistant Director Procurement and Commercial to ascertain whether the modification is permissible under the PCR, the PA 2023 or PSR as applicable.
- 27.4.3 Where the assessment under [CSO 27.4.1](#) determines that the proposed modification is permitted under regulation 72 of the PCR or Section 74 and Schedule 8 of the PA 2023, the SLT Member must prepare a report ([report template on the Intranet](#)) explaining:
- 27.4.3.1 how the modification is permitted under regulation 72 of the PCR or Section 74 and Schedule 8 of the PA 2023; and
 - 27.4.3.2 details of the relevant budget for the modification.
- 27.4.4 The SLT Member submits the report for decision by the relevant decision maker as follows:

Type of Above Threshold (Regulated) Contract	Total Contract Value (including VAT) (aggregated with the previous modifications and extensions)	Decision Maker
Capital	Services Threshold to £1.5m	relevant SLT Member

Capital	£1.5m and above where the value of the proposed modifications is less than +/-10% of the current Contract value	relevant SLT Member in consultation with the relevant Cabinet Member
Capital	£1.5m and above where the value of the proposed modification represents +/-10% or more of the current Contract value	Relevant Cabinet Member
Revenue	Services Threshold to below £0.5m	relevant SLT Member

Type of Above Threshold (Regulated) Contract	Total Contract Value (including VAT) (aggregated with the previous modifications and extensions)	Decision Maker
Revenue	Above £0.5m where the value of the proposed modification represents +/-10% or more of the current Contract value	relevant Cabinet Member
Revenue	Above £0.5m where the value of the proposed modification is less than +/- 10% of the current Contract value	relevant SLT Member in consultation with the relevant Cabinet Member

27.5. Modifications to Framework Agreement, Call-Off Contracts and Dynamic Markets under the PA 2023

27.5.1 If a Framework Agreement, Call-Off Contract or Dynamic Market is an Above Threshold Contract or a Convertible Contract, [CSO 27](#) will apply.

27.5.2 However, there are additional considerations as follows:

27.5.2.1 If the Council wishes to modify a Framework Agreement to extend it beyond the maximum term in Section 47(1) of

the PA 2023, it must satisfy both Section 74(1) and Section 47(2).

27.5.2.2 If the Council wishes to modify a Call-Off Contract using Schedule 8 paragraphs 5-7, the relevant Tender Notice or Transparency Notice will be the notices for the Framework.

27.5.2.3 If the Council wishes to modify a Call-Off Contract using Schedule 8 paragraph 1, the relevant information must be included in the Tender Notice or Transparency Notice for the Framework.

27.6. Voluntary Standstill Periods (PA 2023)

27.6.1 When undertaking modifications under PA 2023, the Council may choose to implement a Voluntary Standstill Period under Section 76 PA 2023 before making the modification. This is recommended as best practice, apart from in instances where the nature (e.g. urgency) of the modification justifies not implementing a Voluntary Standstill Period.

27.6.2 The start of any Voluntary Standstill Period relating to modifications will be triggered by the publication of a Contract Change Notice which specifies that the Voluntary Standstill Period will apply as well as its length, the date that the Contract will be modified and the date that the modification will have effect.

27.6.3 A Voluntary Standstill Period may not be for a period of less than 8 working days beginning with the day on which the Contract Change Notice is published. During any Voluntary Standstill Period, the Council may not make any modification to the Contract.

27.6.4 The Voluntary Standstill Period will allow interested parties to consider the proposed modification before it is made. If a modification is challenged during the Voluntary Standstill Period, the Council will be prohibited from enacting the modification until the claim is resolved or the court lifts the prohibition.

27.7. Modifications to Contracts for Relevant Health Care Services

Modifications of a Relevant Health Care Service Contract are only permitted in accordance with [Regulation 13](#) of the PSR. See [Appendix 6](#) for details of the exemptions granted. A new procurement procedure in accordance with these CSOs is required for proposed modifications which are not permitted.

27.8. Novations

27.8.1 Where a Contract is to be transferred from one supplier to another, this is a 'novation'. It is more common where there is a business reorganisation or amalgamation within a wider group of companies. It is often the supplier who approaches the Council asking for approval to a novation, and at this point legal advice should be taken

immediately. Officers should not authorise invoices received from a new supplier in relation to the same service until the novation has been formally approved and implemented (normally a deed of novation is required).

- 27.8.2 A novation of an Above Threshold Contract, or one that has become an Above Threshold Contract when previous modifications and extensions are taken into account, is permissible if it falls within regulation [72\(1\)\(d\)](#) of the PCR or paragraph 9 of Schedule 8 of the PA 2023, as applicable.
- 27.8.3 Where a new supplier is proposed to replace the one to which the Contract was initially awarded, the SLT Member should follow [CSO 27.3](#) or [27.4](#) as applicable to the value of the Contract..
- 27.8.4 All novations will require legal advice, regardless of value, the cost of which must be recovered from the party requesting the novation. An undertaking to pay the legal fees is required at the beginning of the discussions.

28. CONTRACT EXTENSIONS

- 28.1. All Contracts (irrespective of value) where the award of Contract decision referred to provision for a Contract extension AND the Contract terms made explicit provision for an extension shall be approved by the relevant SLT Member. All Contract extensions that do not meet the criteria will be treated as Contract modifications ([CSO 27](#)).
- 28.2. All contract extensions with a value over £100,000 (including VAT) must be considered at the Contracts Assurance Board before being submitted for approval to the relevant SLT Member.
- 28.3. An extension to an Above Threshold Contract, or one that has become an Above Threshold Contract when previous modifications and extensions are taken into account, is only permissible under this [CSO 28](#) if:
 - 28.3.1 the Contract includes a clear and unambiguous extension provision to extend the Contract term on the same terms and conditions and the price for the extension is either included in the Contract or the price is calculable with reference to review provisions within the Contract ([reg 72\(1\)\(a\)](#) of the PCR or paragraph 1 of Schedule 8 of the PA 2023, as applicable), OR
 - 28.3.2 one of the other regulation 72 PCR or Section 74 and Schedule 8 PA 2023 exemptions applies (see further [Appendix 6](#)).

In any event, legal advice must be sought as set out for modifications of Above Threshold Contracts in [CSO 27.4](#). In all cases evidence of supplier performance, Value for Money and benchmarking must accompany a request for an extension.

29. CONTRACT TERMINATION

- 29.1. Where the SLT Member considers that there is a need to prematurely terminate a Contract (or part of a Contract), the advice of the Assistant Director, Legal Services must be obtained and the Assistant Director Procurement and Commercial alerted.
- 29.2. A report is to be prepared incorporating the legal advice, and the decision to terminate is taken by:

Contract Value (including previous modifications and extensions)	Authorised Person
Up to £1,500,000 (including VAT)	SLT member in consultation with relevant Cabinet Member, the s151 Officer and Assistant Director, Legal Services
£1,500,000 up to £5,000,000 (including VAT)	The Cabinet Member(s)
Over £5,000,000 (including VAT)	Cabinet

- 29.3 Under Section 80 of the PA 2023 where a Contract is terminated, whether by discharge, expiry, termination by a party, rescission or set aside by court order, the Council must publish a Contract Termination Notice before the end of the period of 30 days beginning with the day on which the Contract was terminated^{29.4}. The requirement to publish a Contract Termination Notice does not apply to 'user choice services' contracts that have been directly awarded in accordance with Schedule 5, paragraph 15 of PA 2023 (Section 80(4)(b) PA 2023).

30. CONTRACT MANAGEMENT

- 30.1. For all High Value Contracts or contracts which are considered high risk (which includes where breach would lead to reputational or high financial damage to the Council), a Contract Manager must be identified during the Tender period and their details **must** be added to the Contracts Register under the entry for the relevant Contract. Where the Contract is considered high risk the need for a specific Contract Manager will be considered at the Contracts Assurance Board.
- 30.2. The Contract Manager must:
- 30.2.1 undertake appropriate risk assessments that have considered service continuity, health and safety, fraud and information management risks;
 - 30.2.2 maintain a risk register during the Contract period;
 - 30.2.3 ensure appropriate contingency measures are in place for identified risks;

- 30.2.4 escalate high risks to their Head of Service or Director and the relevant departmental management team;
- 30.2.5 formally review monthly and regularly monitor and report to the Procurement Team on:
 - 30.2.5.1 a supplier's performance;
 - 30.2.5.2 the regularity of meetings held with the supplier;
 - 30.2.5.3 risk management and any issues that have arisen (for example, reported fraud, information loss or breach of security, service continuity (credit worthiness), significant health and safety incidents) and how these are being addressed;
 - 30.2.5.4 compliance with specification and Contract costs and identifying as early as possible any potential over-spends;
 - 30.2.5.5 any Best Value requirements;
 - 30.2.5.6 user satisfaction; and
 - 30.2.5.7 the data quality and supplier information ensuring that it is fit for purpose.
- 30.2.6 Budget holders must check that services, goods and works have been delivered to the required standard before goods are 'received' and invoices approved. Officers checking and approving invoices must ensure invoices are in line with agreed Contracts and should challenge suppliers where necessary before any payments are made and ensure that any penalties or rebates are claimed.

30.3. Post-Contract Monitoring, Evaluation and Review

All Above Threshold Contracts, or Contracts which are high risk, are subject to a post award:

- 30.3.1 audit or review at least once during the Contract term; and
- 30.3.2 a review evaluating the extent to which the purchasing need and the Contract objectives are met by the Contract. This should be undertaken normally when the Contract is completed. Where the Contract is to be re-let, a provisional report should also be available early enough to inform the approach to re-letting of the subsequent contract.

SECTION G – FRAMEWORKS, OPEN FRAMEWORKS, DYNAMIC MARKETS AND DYNAMIC PURCHASING SYSTEMS (DPS)

31. FRAMEWORKS AND DPS

Calling Off from Frameworks, Open Frameworks, Dynamic Markets and DPS:

- 31.1. The availability of a Framework, Open Framework, Dynamic Market or DPS should be considered as early as possible in the procurement planning process, once the business need has been established.
- 31.2. Suppliers can be excluded from a Competitive Flexible Procedure where the suppliers are not members of a Dynamic Market or of the appropriate part of a Dynamic Market. The Council may not restrict the submission of Tenders by reference to a supplier's suitability to perform the Contract for Below Threshold Contracts (see Section 85 PA 2023). Therefore, the relevant Officer should seek advice from Legal Services where the Council intends to undertake a call for competition under a Dynamic Market for a Below Threshold Contract.
- 31.3. The Council cannot direct award a Contract under a Dynamic Market. If a direct award is made to a supplier on a Dynamic Market it is not awarded by reference to the Dynamic Market.
- 31.4. A Call-Off Contract from a Framework, Open Framework or call for competition under a Dynamic Market or DPS is still a Contract governed by these CSOs and should follow the process set out in these CSOs for identifying the business need, approval of Procurement Strategy and award of Contracts, unless a waiver has been granted. However, the competition process must be as set out in the relevant Framework, Open Framework, Dynamic Market or DPS.
- 31.5. Legal advice must be obtained in relation to any Above Threshold Contract which is proposed to be called off from a third-party Framework, Open Framework, Dynamic Market or DPS, to ensure that the Framework / Open Framework/ Dynamic Market / DPS was set up in a way that is compliant with the PCR, PA 2023, The Procurement Regulations 2024 and PSR, as applicable and that its proposed use is within the scope of the Framework, Open Framework, Dynamic Market or DPS.
- 31.6. Any DPS established under the PCR must come to an end as set out when established, or by 23rd February 2029 whichever is earlier. Contracts awarded under the DPS will continue until they come to an end and will be managed in accordance with the PCR even if the DPS has ended. A DPS can only be extended in the first twelve months after the PA 2023 comes into force and cannot be extended beyond 23rd February 2029.¹¹
- 31.7. There will be a period where the Council can award contracts under a DPS or Framework procured under the PCR or under Frameworks, Open Frameworks

¹¹ Guidance Transitional and Saving Arrangements chrome-extension://efaidnbnmnnibpcajpcglclefindmkaj/https://assets.publishing.service.gov.uk/media/6698e1ec49b9c0597fdaff46/Guidance_-_Transitional_and_Saving_Arrangements_FINAL_v3_.pdf

and Dynamic Markets established under the PA 2023. The Council should ensure that the rationale for the decision to procure using a particular tool is documented before the procurement is commenced.

Setting up a Council Framework Agreement, Open Framework or Dynamic Market

- 31.8. The SLT Member may decide to establish a Framework, Open Framework, or Dynamic Market that the Council will call off from (and from which other public bodies may be entitled to call off - i.e. the Council would be the lead authority for the Framework/Open Framework). Where this is proposed the SLT Member shall follow the CSOs in the same way as usual, while recognising that the Council Framework or Open Framework may be with a single supplier or multi-supplier.
- 31.9. In order to assess the value of the Framework or Dynamic Market for the purpose of ascertaining which procedure to follow under these CSOs, the value of the Framework or Dynamic Market shall take into account the total estimated value of all anticipated Contracts to be awarded under the Framework, Open Framework or Dynamic Market inclusive of VAT, including by any third parties eligible to use the Council Framework Agreement/Open Framework/Dynamic Market.
- 31.10. A Call-Off Contract from a Council Framework, Open Framework or Dynamic Market is also governed by the CSOs. The SLT Member should consider what Call-Off Contracts are likely and as applicable seek authorisation for the awarding of the first Call-Off Contract. At the same time that the award decision is taken, the SLT Member shall appoint suppliers to the Framework or Open Framework.
- 31.11. The competitive selection process and stipulations regarding information to be included in a Framework relating to the future award of Contracts under a Framework without competition (Section 45(3)-(5) of PA 2023) do not apply to a Framework that is a Light Touch Contract.
- 31.12. If other contracting authorities may purchase through the Framework or Open Framework, include in the award report to appoint to the Framework /Open Framework/Dynamic Market/ an additional approval for the Council to enter into any ancillary documentation such as Access Agreements if applicable.
- 31.13. Before establishing a Dynamic Market, modifying a Dynamic Market or ceasing to operate a Dynamic Market the Council must publish a Dynamic Market Notice setting out the situation and any other information specified in Regulations 25 and 39 of The Procurement Regulations 2024.

SECTION H – EXEMPTED CONTRACTS

32. UTILITY PROCUREMENT

- 32.1. Due to the volatility of the energy market, prices of water, diesel, electricity, gas, oil and petroleum fluctuate on a daily basis and the sums quoted by Centralised Procurement Authorities / Central Purchasing Bodies in this sector require immediate acceptance. In order to achieve the best value for the Council all decisions relating to energy procurement including the Procurement Strategy, award and/or the variation of Contracts may be approved jointly by the Director of Finance and the Assistant Director for Assets. All decisions relating to the award of or variation of energy related Contracts will be reported to the Cabinet Member for Finance and Commercial Services for information purposes only.

33. APPOINTMENT OF EXTERNAL SOLICITORS, COUNSEL, EXPERTS WITHIN LEGAL PROCEEDINGS AND ARBITRATORS /ADJUDICATORS

- 33.1. The Assistant Director, Legal Services commissions all external solicitors, counsel, experts within legal proceedings (actual or contemplated) and arbitrators /adjudicators.
- 33.2. Types of legal services that are exempt from the PA 2023 under paragraph 14 of Schedule 2 are those relating to judicial or other dispute resolution proceedings, notary services, services which must be carried out by a particular person under an order of a court, tribunal or enactment (e.g. legal services provided by appointed guardians). All other legal services not exempted under paragraph 14 are subject to the Light Touch Services requirements.
- 33.3. The engagement of barristers, experts and adjudicators/arbitrators in construction disputes shall be subject to completion of a formal letter, contract of appointment or brief. The barrister, expert or arbitrator /adjudicator or chambers must either be named in the relevant Contract for this purpose and the appointment shall be approved by the Assistant Director, Legal Services. The Assistant Director, Legal Services will determine the method of selection, likely to be appointed from a list maintained by a third party.
- 33.4. The engagement of external solicitors shall be made via the London Boroughs Legal Alliance Solicitors Framework, following a mini-competition exercise. In appropriate cases the Assistant Director, Legal Services may dispense with the requirement for a mini-competition exercise. Appointment shall be made by formal letter or appointment Contract, once approved by the Assistant Director, Legal Services. In exceptional cases the Assistant Director, Legal Services may authorise the use of external solicitors not on the London Boroughs Legal Alliance Solicitors Framework.

34. PARTNERSHIP WORKING AND COLLABORATIVE PROCUREMENT

- 34.1. Partnership working with other local authorities or public bodies can achieve better results in a procurement process than the Council working alone. This goes wider than using a Framework, Open Framework, Dynamic Market or DPS set up by another public body, but also covers the forming a joint company/ shared service (see [CSO 34.4](#) below) or conducting a Collaborative Procurement.

- 34.2. There are various models for running a Collaborative Procurement, so legal and procurement advice should be sought at the earliest opportunity. Examples include:
- 34.2.1 a common 'Conditions of Participation' stage and specification but then the procurement diverging;
 - 34.2.2 jointly establishing a Framework, Open Framework or Dynamic Market for the participants to use;
 - 34.2.3 another local authority conducting a procurement on behalf of a wider group and appointing a supplier, so that the Council will only have a contractual relationship with the lead authority and not the supplier;
 - 34.2.4 a full partnership where all the participating local authorities are jointly contracting with the chosen supplier.
- 34.3. In nearly every case, the Collaborative Procurement will need to proceed with one of the participants as a lead contracting authority. In recognition of this, use of another public authority's contract procedures is a specific ground for waiving the Council's own CSOs (see [Section E CSO 25.3.4](#)).
- 34.4. The PA 2023 at Schedule 2 recognise two other models under which public authorities can work together where the relevant Contract between the public authorities will be considered to be exempt from the PA 2023. One is the vertical arrangement with formation of a joint "in-house" company, and the other is the horizontal arrangements, which is a co-operation model in the public interest. Legal advice must be taken at the earliest opportunity if either of these are being considered. Where one of these exemptions applies, a waiver of the competition requirements of these CSOs may be available under the "legislative exemption" ground (see [Section E CSO 25.3.3](#)).

SECTION I - SPECIAL PROCEDURES

35. JOINT VENTURES

- 35.1. When appointing a joint venture partner, the advice of the Assistant Director, Legal Services must be sought.
- 35.2. These CSOs must be followed for the selection of the joint venture partner and any contracts which are subsequently awarded to the joint venture. Financial Regulations must also be complied with. There is also a requirement in [part 3 of the Constitution](#) for participation in a company to be approved by Full Council.

36. SOCIAL CARE, LIGHT TOUCH, SPOT/BLOCK PURCHASING OF DOMICILIARY CARE AND RESIDENTIAL AND NURSING CARE

- 36.1. The Council has certain statutory duties to provide, or arrange to provide, practical help or care services to individuals within the community or in a residential setting. Such arrangements may be made through existing Frameworks or Open Frameworks that the Council can call-off from (sometimes called umbrella agreements), through a block Contract (where the Council has contracted to purchase a block of hours of care/bed spaces without naming the individuals) or spot purchased for a particular individual or group of individuals. The Council must procure the services as Light Touch Contracts where the value exceeds the Light Touch Threshold. The Council should only consider spot purchasing for Below Threshold Contracts where the placement request cannot be met through the Council's other contracts, Frameworks, Open Frameworks or DPS's.
- 36.2. Block Contracts and any Hammersmith & Fulham Frameworks need to be procured in accordance with these CSOs. However, provided that the relevant value is below the Relevant Threshold, neither spot purchasing nor the placement of an individual into a setting in accordance with a block Contract or Framework or Open Framework are covered by these CSOs and a waiver is not required. However, the placement must be recorded in writing, incorporating a care plan for the individual.
- 36.3. The Council will maintain information on home care suppliers and suppliers of supported living, residential and nursing care placements that can be used for the spot purchase of care services. Such suppliers, whether or not covered by a block contract, Framework or Open Framework, must have met the minimum national standards laid down by the Care Quality Commission and any additional standards put in place by the Council.

37. COUNCIL SUPPLYING GOODS OR SERVICES TO OTHER BODIES

- 37.1. These CSOs do not apply to the putting in place of arrangements, whereby the Council provides goods or services to other public bodies except to the limited extent set out in this [CSO 37](#). Where this is proposed, legal advice must be taken at the earliest opportunity, particularly around the contract terms proposed by the purchaser and the risks (such as unlimited liability) that the Council is expected to take on under these terms. Financial Regulations must also be complied with.

- 37.2. Prepayment should be sought wherever possible, otherwise invoices must be raised promptly following provision of the goods or service and in accordance with established payment terms. Early and prompt action must be taken to collect debts and recover any arrears in accordance with Council's Income Management policy.
- 37.3. Approval for the Council entering into the arrangement shall be taken by the SLT Member.

38. RELEVANT HEALTH CARE SERVICES CONTRACTS

- 38.1. When procuring Relevant Health Care Services in accordance with the PSR the SLT Member must be satisfied there is a business need for the Contract (see [CSO 4.1](#)). The SLT Member must also ensure that a Contract estimate is calculated and recorded, which will determine the process to be followed to approve the Procurement Strategy and the Contract award.
- 38.2. The PSR provides for three direct award processes (Direct Award Process A, Direct Award Process B and Direct Award Process C), a Competitive Process and Most Suitable Provider Process as further detailed at [Appendix 9](#).

SECTION J - ELECTRONIC COMMUNICATIONS

39. ELECTRONIC COMMUNICATIONS REQUIREMENTS

- 39.1. When carrying out a Covered Procurement, the Council is required by Section 96 of PA 2023 to, so far as practicable, communicate electronically with Bidders and suppliers and to take steps to ensure that Bidders and suppliers also communicate electronically.
- 39.2. The Council should therefore ensure that it utilises:
- 39.2.1 emails;
 - 39.2.2 e-procurement systems (e.g. the eProcurement System);
 - 39.2.3 virtual conferencing; and
 - 39.2.4 share or publish key information electronically
- 39.3. Where electronic communication is not practicable or possible in any instance, the Council should still record any non-electronic communications and subsequently share any relevant information electronically with Bidders and suppliers.
- 39.4. As required by Section 96(2) PA 2023, the Council must ensure that all Electronic Communication Systems remain:
- 39.4.1 free of charge and readily accessible to Bidders and suppliers;
 - 39.4.2 generally available, or interoperable with other generally available systems; and
 - 39.4.3 accessible to people with disabilities.
- [CSO 39.4.1](#) does not apply after the award of the Contract.
- 39.5. This [CSO 39](#) does not apply if the Council is satisfied that electronic communication, or compliance with [CSO 39.4](#), poses a particular security risk in the specific procurement. However, the Council should still use a system which aligns with as many of the Section 96 PA 2023 requirements as possible, whilst making any necessary alterations to account for security risks.
- 39.6. These requirements, apart from the explicit exemptions outlined in this [CSO 39](#), apply from the start of a procurement and until the awarded Contract ends.

Appendix 1: Glossary

Defined Term	Definition/Description
Above Threshold Contract	A Contract, Framework, Open Framework, or DPS with a value above the Relevant Threshold set under the PCR, PA 2023 and The Procurement Regulations 2024(see Appendix 2) and represent Public Contracts as defined in the PA 2023.
Above Threshold Elements	Elements of a proposed Contract which would amount to an Above Threshold Contract if entered into by the Council.
Access Agreement	An agreement providing access to one party to call off a Framework, Open Framework, Dynamic Market or DPS owned or operated by another party.
Anti-Bribery Policy	The Council's Anti-Bribery Policy which can be found at https://democracy.lbhf.gov.uk/documents/s122282/Appendix%202%20-%20Anti-Bribery%20Policy.pdf _____
Assessment Summaries	Summary issued before the Contract Award Notice. Issued to each supplier that submitted an assessed Tender providing information about its assessment of the Tender, and if different, the winning Tender.
Assistant Director for Assets	Referred to at CSO 31.1 . The Assistant Director for Assets having overall responsibility for Assets.
Assistant Director, Legal Services	The Assistant Director, Legal Services of the Council having overall responsibility for the provision of legal advice in relation to all the Council's functions or such others authorised by him/her.
Assistant Director, Procurement and Commercial	The Assistant Director, Procurement and Commercial having overall responsibility for these functions for the Council.
Audit Committee	A committee of the Council which operates in line with the Council's constitution.
Award Criteria	The evaluation criteria applied during a Tender process in order to determine the most advantageous tender, using a combination of price and quality.
Below Threshold Contract	A Contract, Framework, Open Framework, or DPS with a value below the Relevant Threshold set under the PCR, PA 2023 and The Procurement Regulations 2024 (see Appendix 2).

Defined Term	Definition/Description
Below Threshold Elements	Elements of a proposed Contract which would amount to a Below Threshold Contract if entered into by the Council.
Below Threshold Tender Notice	As described in Appendix 11 .
Best Value Duty	The duty on local authorities to secure continuous improvement in the way in which functions are exercised, having regard to a combination of economy, efficiency and effectiveness, as set out in the Local Government Act 1999.
Bidder	A partnership, firm or organisation who submits a Tender to the Council.
Business Case	A document used to obtain management commitment and approval for investment in business change, which alters the way that suppliers are selected and goods and services are purchased, or how the Council delivers a service. It provides a framework for planning and management of this change and ongoing identification of risks. The viability of the resulting project will be judged on the contents of the Business Case.
Cabinet	The executive committee of the Council, made up of all the Cabinet Members.
Cabinet Member	A member of the Cabinet as appointed by the Leader.
Cabinet Member for Finance and Commercial Services	A member of the Cabinet in the Finance and Commercial Services department.
Call-Off Contract	A Contract which is called off from a Framework or Open Framework.
Capital Contract	A Contract involving expenditure incurred in acquiring, constructing or enhancing of property, plant or equipment, but excludes day to day servicing, repairs and maintenance.
Care Quality Commission	An executive non-departmental public body, sponsored by the Department of Health and Social Care and which regulates all health and social care services in England.
Central Digital Platform	The online system established for the purpose of publishing notices, documents or information.

Defined Term	Definition/Description
Centralised Procurement Authority	As defined in the PA 2023, being another contracting authority that is in the business of carrying out procurement for or on behalf of, or for the purpose of the supply of goods, services or works to, other contracting authorities.
Centralised Purchasing Body	As defined in the PCR, being another contracting authority which: (i) acquires goods or services intended for one or more contracting authorities; (ii) awards public contracts intended for one or more contracting authorities; or (iii) concludes Frameworks for work, goods or services intended for one or more contracting authorities.
Code of Conduct	The code regulating conduct of members and officers of the Council forming part of the Constitution.
Collaborative Procurement	A procurement exercise run jointly with other public bodies and in which the Council participates.
Competitive Flexible Procedure	A procedure which the Council considers appropriate for the purpose of awarding the Contract (Section 20(2)(b) of the PA 2023).
Competitive Process	A competitive procurement process for Relevant Health Care Services in accordance with Regulations 6 and 11 of PSR.
Competitive Tendering Procedure	Means either the Open Procedure or Competitive Flexible Procedure, as relevant.
Concession Contract	A binding agreement made between two or more parties for supply of services or works where at least part of the consideration for the supply is a right for the supplier to exploit the works or services and the supplier is exposed to a real operating risk (being a risk that the supplier will not be able to recover its costs where the factors are reasonably foreseeable at the time of award and arise from matters outside the control of the Council and the supplier).
Conditions of Participation	The conditions that the supplier must satisfy in order to be awarded the Contract following a Competitive Tendering Procedure. The conditions must be a proportionate means of assessing the supplier's: (i) legal and financial capacity; or (ii) technical ability to perform the Contract;

Defined Term	Definition/Description
	The Council may utilise the Procurement Specific Questionnaire (PSQ) template issued by Central Government and can be found here https://www.procurementpathway.civilservice.gov.uk/documents/template/pa-2023-procurement-specific-questionnaire/business-need
Constitution	The Council's Constitution, which sets out how the Council operates, decisions are made and its procedures. (Constitution).
Contract	A binding agreement made between two or more parties for the supply of goods or services or the delivery of works, which is intended to be enforceable at law, and to which these CSOs apply pursuant to CSO 2 .
Contract Award Notice	As described in Appendix 11 .
Contract Change Notice	As described Appendix 11 .
Contract Details Notice	As described in Appendix 11 .
Contract Manager	The Council officer who manages a Contract awarded by the Council.
Contract Officer	An officer of the Council designated by the SLT Member to deal with procurement of a specific Contract.
Contract Performance Notice	As described in Appendix 11 .
Contract Standing Orders (CS or CSOs)	This set of rules forming part of the Council's Constitution.
Contract Termination Notice	As described in Appendix 11 .
Contracts Assurance Board	The main internal board for assuring draft decision reports ahead of these being provided to decision makers. It is not a decision-making body.
Contracts Register	A register of the Contracts in place across the Council with a value of £5,000 (including VAT) or above. Additionally, to include an electronic copy of the Contract if valued at £10,000

Defined Term	Definition/Description
	(including VAT) or more, forming part of the eProcurement System.
Convertible Contract	A Contract that, as a result of modification under PA 2023, will become a Public Contract.
Council	London Borough of Hammersmith and Fulham.
Council Policy	Referred to in Appendix 5 .
Covered Procurement	The award, entry into and management of a Public Contract.
Deed	The legal term for a particular form of Contract with particular requirements as to its execution (i.e. signature). The execution of a Contract as a Deed extends the limitation period from 6 years to 12 years. All contracts with a value of £100,000 (including VAT) or more must be executed as Deeds and sealed by the Council.
Direct Award Process A	A direct award process for Relevant Health Care Services in accordance with regulations 6 and 7 of PSR.
Direct Award Process B	A direct award process for Relevant Health Care Services in accordance with regulations 6 and 8 of PSR.
Direct Award Process C	A direct award process for Relevant Health Care Services in accordance with regulations 6 and 9 of PSR.
Director of Audit, Fraud, Risk and Insurance	The Director of Audit, Fraud, Risk and Insurance.
Director of Finance and Corporate Resources	The Director of Finance and Corporate Resources whose responsibilities are set out in the Constitution.
Dynamic Market	Defined in the PA 2023 as an arrangement for the purpose of a contracting authority awarding Public Contracts by reference to suppliers' participation in the arrangements.
Dynamic Market Notice	As described in Appendix 11 .
Dynamic Purchasing System (DPS)	Defined in the PCRs as a type of approved list. Prices have not been provided but those on the DPS have fulfilled minimum standards. It can be used for High Value Call-Off Contracts. A dynamic purchasing system must remain open to new

Defined Term	Definition/Description
	applicants to join at any time and “mini-competition” exercises have to be carried out to place specific contracts.
Electronic Communication System	Any electronic system used for the purpose of communication with suppliers (e.g. the eProcurement System).
Estimated Value	The value of the Contract as estimated by the SLT Member in line with Appendix 3 . When considering Contract modifications, the ‘Estimated Value’ will be the Estimated Value immediately before the modification is made.
Evaluation Panel	The panel established to evaluate a tender.
eProcurement System	The electronic procurement system approved for use by the Section 151 Officer for the management of all procurement activity across the Council.
Extension	An amendment to a Contract allowing for an extended term compared to the original term.
Financial Regulations	The financial regulations approved by the Council and issued by the Section 151 Officer forming part of the Council’s Constitution.
Financial Year	The annual period commencing on 1 April and ending on 31 March.
Framework	A contractual arrangement (let in accordance with Sections 45 to 48 of the PA 2023 unless the value of all purchases through the Framework is estimated to be Below Threshold / or regulation 16 of PSR) that can be up to 4 years in duration (save where the Framework is an Open Framework or Light Touch Contract) and provides a mechanism for the Council to place individual Call-Off Contracts for goods, works or services.
Framework Agreement	An agreement which formalises the Framework.
Gifts and Hospitality Policy	The Council’s policy on gifts and hospitality which can be located at https://democracy.lbhf.gov.uk/documents/s122282/Appendix%20-%20Anti-Bribery%20Policy.pdf
Head of Service	The officer responsible for the service area.

Defined Term	Definition/Description
High Value Contract	A Contract where the Estimated Value (or subsequent to a procurement exercise, the actual value) is at or above the Services Threshold.
Income Management Policy	Council's Financial Regulations.
Invitation to Tender	Invitation to Tender documents in the form required by these CSOs or published on the Council's intranet.
Key Decision	<p>An executive decision which is likely to:</p> <ul style="list-style-type: none"> (i) result in the Council incurring expenditure which is, or the making of savings which are, significant, having regard to the Council's budget for the service or function to which the decision relates; and/or (ii) be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the local authority. (However, where practicable, the Council will also treat as "key" any decisions which have a significant effect on one ward).
Key Performance Indicator (KPI)	<p>A factor or measure against which a supplier's performance of a Contract can be assessed during the life-cycle of the Contract.</p> <p>Please see Section 52 PA 2023 for further detail.</p>
Light Touch Contract	A Contract entered into for the supply of Light Touch Services.
Light Touch Services	The services of a kind specified in Schedule 1 of The Procurement Regulations 2024.
Light Touch Threshold	The threshold for Light Touch Services set under the PA 2023 as set out in Appendix 2 .
Living Wage Foundation	See Appendix 3 Para 2.4.2. Do not believe this needs to be defined.
Local and SME/VCSE Provision	As defined in CSO 4.9 .
Low Value Contract	A Contract where the Estimated Value (or subsequent to a procurement exercise, the actual value) is less than £30,000 (including VAT).

Defined Term	Definition/Description
Medium Value Contract	A Contract where the Estimated Value (including VAT) (or subsequent to a procurement exercise, the actual value) is from £30,000 (including VAT) to below (but not including) the Services Threshold.
Monitoring Officer	The Monitoring Officer of the Council reports on matters they believe to be illegal or amount to maladministration, to be responsible for matters relating to the conduct of councillors and officers and to be responsible for the operation of the Council's Constitution. They are often, but not always, the head of legal services in a local authority.
Most Suitable Provider Process	A competitive procurement process for Relevant Health Care Services in accordance with regulations 6 and 10 of PSR.
National Procurement Policy Statement (NPPS)	See CSO 1.7 . The National Procurement Policy Statement which requires contracting authorities to have regard to national strategic priorities for public procurement.
Nominated Supplier and Nominated Sub-contractor	Those persons or organisations specified by the Council in a Contract for the discharge of any part of that Contract.
Non-commercial Considerations	Matters designated as such under Section 17 of the Local Government Act 1988, i.e.: (i) Whether the terms on which suppliers' contract with their Sub-contractors constitute, in the case of contracts with individuals, contracts for the provision by them as self-employed persons of their services only. (ii) Any involvement of the business activities or interests of suppliers with irrelevant fields of government policy. (iii) The conduct of suppliers or workers in industrial disputes between them or any involvement of the business activities of suppliers in industrial disputes between other persons. (iv) The country or territory of origin of supplies to, or the location in any country or territory of the business activities or interests of, suppliers. (v) Any political, industrial or sectarian affiliations or interests of suppliers or their directors, partners or employees. (vi) Financial support or lack of financial support by suppliers for any institution to or from which the authority gives or withholds support.

Defined Term	Definition/Description
	<p>(vii) Use or non-use by suppliers of technical or professional services provided by the authority under the Building Act 1984.</p> <p>Note: the duty not to have regard to Non-commercial Considerations is modified to the extent that the Council considers this necessary or expedient in order to comply with its duties under the Public Services (Social Value) Act and the PSED.</p>
Notifiable Below Threshold Contract	A Contract that is a Regulated Below Threshold Contract with an estimated value of not less than £30,000 (including VAT).
Open Framework	A scheme of Frameworks that provide for the award of successive Frameworks on the same terms (let in accordance with Section 49 of the PA 2023) with the final Framework expiring at the end of 8 years from the day on which the first Framework was awarded and provides a mechanism for the Council to place individual Call-Off Contracts for goods, works or services.
Open Procedure	A single-stage tendering procedure without restriction of who can submit Tenders (Section 20(2)(a) of the PA 2023).
Parent Company Guarantee	A guarantee which binds the parent of a subsidiary company as follows: If the subsidiary company fails to do what it has promised under a Contract with the Council, under the terms of the guarantee, the Council can require the parent company to do so instead or pay money in lieu.
Participating Suppliers	A supplier who has submitted a request to participate in, or Tender, as part of, the Competitive Tendering Procedure and has not been excluded (Section 31(7) PA 2023).
Payment Compliance Notice	As described in Appendix 11 .
PCR	The Public Contracts Regulations 2015 SI 2015/102 (largely commencing 26 February 2015) (which implements the EU Directive 2014/24/EU into UK law) as amended or replaced including amendments introduced by the Public Procurement (Amendment etc.) (EU Exit) Regulations 2020.
Personnel Procedure	These are located on the intranet for use in staffing matters.
Pipeline Notice	As described in Appendix 11 .

Defined Term	Definition/Description
Planned Procurement Notice	As described in Appendix 11 .
Preliminary Market Engagement Notice	As described in Appendix 11 .
Procurement Act 2023 (“PA 2023”)	The Procurement Act 2023 which received Royal Assent on 26 th October 2023.
Procurement Strategy	The strategy for a procurement as decided upon by the SLT Member and which must be approved for High Value Contracts in line with CSO 18 .
Procurement Team	The department within the Council which undertakes and manages procurements. procurement@lbhf.gov.uk
Procurement Termination Notice	As described in Appendix 11 .
Project Team	The team that manages the procurement process.
Public Contract	Any Contract for the supply, for pecuniary interest, of goods, services or works to the Council, or any Framework or Concession Contract which: (i) has an Estimated Value of not less than the Relevant Threshold for the type of Contract, and (ii) is not an exempted Contract and is synonymous with the definition for Above Threshold Contracts.
Public Sector Equality Duty (PSED)	The Public Sector Equality Duty or PSED covers the following characteristics (known as “Protected Characteristics”): (i) Age (ii) Disability (iii) Gender reassignment (iv) Pregnancy and maternity (v) Race (vi) Religion or belief (vii) Sex (gender) (viii) Sexual orientation

Defined Term	Definition/Description
	<p>(ix) Marriage and civil partnership (only in respect of the requirement to have due regard to the need to eliminate discrimination)</p> <p>The Council is subject to the Public Sector Equality Duty and must, in the exercise of its functions, have due regard to the need to:</p> <p>(i) eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;</p> <p>(ii) advance equality of opportunity between people who share a protected characteristic and those who do not; and</p> <p>(iii) foster good relations between people who share a protected characteristic and those who do not.</p> <p>The Equality Act 2010 states that meeting the needs of a disabled person involves taking steps to take account of a disabled people's disabilities. It describes fostering good relations as tackling prejudice and promoting understanding. It states that compliance with the duty may involve treating some people more favourably than others (within the limits of what is permitted under the Equality Act 2010).</p>
Quotation	A quotation of a price for the provision of services, works or supplies without assessment of any quality aspects.
Quote	An invitation-only procurement route whereby the Council seeks Quotations.
Register of Gifts and Hospitality	See Appendix 5 . The Register which should be completed in line with the Council's Gifts and Hospitality Policy.
Regulated Below Threshold Contracts	A Contract which is not an exempted Contract, Concession Contract or utilities contract which is the below the relevant Services, Works, Light Touch Threshold.
Regulated Health Procurement	The procurement of goods or services by a relevant authority that is subject to provision made under Section 12ZB of the National Health Service Act 2006.
Regulated Procurement	A procurement exercise for a Contract, Framework, Open Framework, Light Touch Contract, Dynamic Market or DPS that has an estimated value that exceeds the Relevant threshold and is subject to the full extent of PA 2023.
Relevant Health Care Services	Health care services which fall within one or more of the CPV codes specified in Schedule 1 of the PSR.

Defined Term	Definition/Description
Relevant Health Care Services Contracts	Contracts for Relevant Health Care Services.
Relevant Threshold	The relevant threshold above which the Contract is to be procured as required under the PA 2023, as set out in Appendix 2 .
Revenue Contract	A Contract involving expenditure incurred in the day to day operations of the Council.
S151 Officer	The officer responsible for making the necessary arrangements for local financial and management controls, under Section 151 of the Local Government Act 1972.
Services Threshold	The threshold for proposed contracts for services (except Light Touch Services) and supplies set under the PA 2023 and the Procurement Regulations 2024, as set out in Appendix 2 .
Small and Medium sized Enterprises (SMEs)	A company that meets 2 of the following criteria: (i) A turnover of no more than £44 million. (ii) No more than 250 employees (iii) Gross assets (balance sheet total) of no more than £38 million.
Social Value	The economic, social and environmental well-being of the area or areas of the one or more relevant authorities on whose behalf a public services Contract is, or Contracts based on a Framework Agreement are, intended to be made.
Strategic Leadership Team (SLT) Member	Officers who are a member of the Strategic Leadership Team.
Sub-contractor	A sub-contractor of a supplier.
Standstill Period	For Above Threshold Contracts the period of 8 working days set out in the PA 2023 or for Relevant Health Care Service Contracts the period as specified in PSR for the particular process, after notification of an award decision to Bidders, during which the Contract must not be entered.
Tender	A Bidder's proposal submitted in response to an Invitation to Tender from the Council to be assessed on the basis of a combination of price and quality.
Tender Notice	As described in Appendix 11 .

Defined Term	Definition/Description
The Procurement Regulations 2024	The Procurement Regulations 2024/692.
The Provider Selection Regime ("PSR")	The Health Care Services (Provider Selection Regime) Regulations 2023/1348.
Trade Journal	An alternative means to alert businesses, particularly small businesses of Tender opportunities.
Transparency Notice	As described in Appendix 11 .
Value for Money	Value for money is not the lowest possible price; it requires assessment of goods or services that fully meet the Council's needs, combined with the level of quality required, delivery at the time you need it, and at an appropriate price.
VAT	E.g. Value Added Tax in accordance with the provisions of the Value Added Tax Act 1994.
Voluntary, Community and Social Enterprise (VCSEs)	<p>An incorporated voluntary, community or social enterprise organisation which serves communities solely within England and which is either:</p> <ul style="list-style-type: none"> (i) a charity, Community Interest Company or Community Benefit Society, registered with the relevant registry body; or (ii) an unregulated organisation that meets the relevant criteria.
Voluntary Standstill Period	A Standstill Period which the Council voluntarily enters into under Section 51 or Section 76 of the PA 2023 and which must not be less than a period of 8 working days beginning with the day on which the Contract Award Notice or Contract Change Notice is published, as appropriate.
Waiver Request Form	The form which should be submitted to the relevant decision maker in line with CSO 26 . https://officesharedservice.sharepoint.com/sites/Governance/SitePages/Reports.aspx
Works	Are described in Schedule 3 of the Procurement Regulations 2024.
Works Threshold	The threshold for Works set under the PA 2023, as set out in Appendix 2 .

Appendix 2: Relevant Thresholds

The PA 2023 and The Procurement Regulations 2024 apply to Contracts when the estimated value equals or exceeds the Relevant Threshold.

The Relevant Thresholds for the purposes of the PA 2023 and The Procurement Regulations 2024 as of 24th February 2025 are as detailed below. Please ensure you check the current thresholds detailed at <https://www.gov.uk/government/publications/ppn-1123-new-thresholds/procurement-policy-note-1123-new-thresholds-html>.¹²

Threshold	Threshold Value
Services Threshold	£214,904
Works Threshold	£5,372,609
Contracts for the provision of Light Touch Threshold including: Health, social and related services Administrative social, educational, healthcare and cultural services Compulsory social security services Benefit services Other community, social and personal services including services furnished by trade unions, political organisations, youth associations and other membership organisation services Religious services Hotel and restaurant services Legal services, to the extent not excluded by paragraph 14 of Schedule 2 of the PA 2023 Other administrative services and government services Provision of services to the community	£663,540

¹² The above thresholds came into force on 1 January 2024. The thresholds are generally revised every 2 years.

Threshold	Threshold Value
Prison related services, public security and rescue services to the extent not excluded by paragraph 20 of Schedule 2 of PA 2023 Investigation and security services International services Postal services International services; and Miscellaneous services	
Concession Contract Threshold	£5,372,609

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Appendix 3: Contract Value and Contracts Requirements

1. TOTAL VALUE OF A CONTRACT

- 1.1 The total value of the Contract is the whole of the value or estimated value (in money or equivalent value) inclusive of VAT. It should include all money to be paid whether in instalments or whether it is paid or received by the Council (though see below for Concession Contracts) and taking account of any potential variables such as options to supply additional goods/services/works and including the value of any goods, services or works provided by the Council under the Contract other than for payment. The total value of the Contract is calculated from the start date of the Contract to its conclusion, including any possible extension provisions.
- 1.2 The total value shall be calculated as follows:
 - 1.2.1 Where the Contract is for a fixed period, by taking the total price to be paid or which might be paid during the whole of the period.
 - 1.2.2 Where the purchase involves recurrent transactions for the same type of item, by aggregating the value of those transactions over the term of the Contract. This may be by assessing how many orders are likely to be placed during a 12-month period and multiplying it by the number of years of the term. If the Contract is for a rolling term a minimum term of 4 years must be assumed for the purposes of the calculations under this paragraph 1.2.2.
 - 1.2.3 For pilots which may be rolled out in the event of a successful pilot, the value shall be the total value of the pilot and the roll out.
 - 1.2.4 For Nominated Suppliers and Sub-contractors, the total value shall be the value of that part of the main Contract to be fulfilled by the Nominated Supplier or Sub-contractor.
 - 1.2.5 Where an in-house service supplier is tendering, by taking into account redundancy and similar/associated costs if they are not successful.
- 1.3 For Framework Agreements, the estimated Contract value is the value of all Contracts that could be awarded under the Framework Agreement. Open Frameworks must be valued by including the value of all the frameworks that could be awarded under the Open Framework and therefore the value of all such Contracts that could be awarded under each of the framework agreements under the Open Framework.
- 1.4 For Concession Contracts, the estimated Contract value must be based on the maximum amount the supplier would expect to receive under or in connection with the Concession Contract inclusive of VAT. This means that the value is the total estimated turnover (income) generated by the supplier throughout the lifetime of the proposed Concession Contract

including any potential extensions (inclusive of VAT). It is incorrect to use only the value of any payment made by the Council to the supplier to estimate the value of a Concession Contract.

- 1.5 For Relevant Health Care Services Contracts, the estimated Contract value should be treated as exclusive of VAT. This is because healthcare and medical services are generally exempt from VAT and the Provider Selection Regime does not provide any clarity on whether the values contained within the Provider Selection Regime are inclusive or exclusive of VAT. References to values 'including VAT' throughout the CSOs should be ignored for Relevant Health Care Services Contracts.
- 1.6 Where the Council is unable to estimate the value of the Contracts, the Contracts are deemed to be above the relevant threshold.

2. **CONTRACT REQUIREMENTS**

- 2.1 All Contracts shall be in writing and in a format approved by the Assistant Director, Legal Services. They must not include Non-commercial Considerations. Irrespective of value, they must clearly specify:
 - 2.1.1 the works, goods, materials or services to be carried out, furnished or provided (description and quality);
 - 2.1.2 the price or rates to be paid, together with a statement of any discounts or other deductions (amount and timing) which apply;
 - 2.1.3 the time, or times, within which the Contract is to be performed; and
 - 2.1.4 all other contractual terms, which will be based upon:
 - 2.1.4.1 the Council's standard terms & conditions; or
 - 2.1.4.2 standard terms and conditions issued by a relevant professional body (e.g. JCT or NEC in relation to construction related works); or
 - 2.1.4.3 bespoke terms & conditions drafted by the Assistant Director, Legal Services.
- 2.2 In addition, every Contract of purchase over £30,000 (including VAT) must also as a minimum state clearly:
 - 2.2.1 that the supplier may not assign or sub-contract without prior written consent of a SLT Member (and where it is a "sub-contract", written consent of a Contract Manager;
 - 2.2.2 any insurance requirements;
 - 2.2.3 health and safety requirements;
 - 2.2.4 ombudsman requirements;

- 2.2.5 Freedom of Information Act 2000 obligations;
 - 2.2.6 Civil Contingencies Act 2004 requirements;
 - 2.2.7 business continuity, if relevant;
 - 2.2.8 data protection requirements, if relevant;
 - 2.2.9 that charter standards are to be met, if relevant;
 - 2.2.10 equalities and other diversity related requirements;
 - 2.2.11 (where agents are used to let Contracts) that agents must comply with the Council's CSOs relating to Contracts;
 - 2.2.12 provisions which comply with [CSO 7.3](#); and
 - 2.2.13 a right of access to relevant documentation and records of the supplier for monitoring and audit purposes, if relevant.
- 2.3 Where it is proposed to use a supplier's own terms, the advice, and for High Value Contracts the agreement, of the Assistant Director, Legal Services must be sought in relation to any terms and conditions which differ from the Council's standard terms.
- 2.4 Payment Terms:
- 2.4.1 In accordance with Section 68 of the PA 2023¹³, the Council must pay valid and undisputed invoices to suppliers within 30 days. The Council must also require in its Contracts that all suppliers pass on to their Sub-contractors no less favourable payment terms than they receive from the Council. The Council must publish a Payment Compliance Notice¹⁴ on the Central Digital Platform before the end of 30 days beginning with the last date of a reporting period if during that period:
 - 2.4.1.1 the Council has made a payment under a High Value Contract;
 - 2.4.1.2 a sum owed by the Council under a High Value Contract became payable.
 - 2.4.2 The Council is Living Wage Foundation accredited. The accreditation requires that all suppliers/Sub-contractors

¹³ Section 68 (Implied payment terms in public contracts) PA 2023 will come into effect after 24th February 2024, date to be determined on such day as a Minister of the Crown may by regulations appoint (Section 127(2) PA 2023)

¹⁴ Section 70 (Information about payments under public contracts) PA 2023 will come into effect after 24th February 2024, date to be determined on such day as a Minister of the Crown may by regulations appoint (Section 127(2) PA 2023)

working on Council contracts are paid in line with or above the [London Living Wage Foundation rates](#).

- 2.4.3 Suppliers will be required to demonstrate how they will allow the Council to monitor the timescales within which they pay their Sub-contractors.

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Appendix 4: Summary of Approvals

The following is a summary of the approval processes for pre-procurement strategy and Contract awards.

Type of contract	Value	Procurement Strategy	Award Approval
All Low Value and Medium Value Contracts (i.e. Services Threshold)	Up to Services Threshold	Not required	SLT Member
Revenue Contracts	From Services Threshold up to £0.5m	SLT Member in consultation with Cabinet Member	SLT Member in consultation with Cabinet Member
Revenue Contracts	£0.5m to £5m	Cabinet Member	Cabinet Member
Revenue Contracts	Over £5m	Cabinet	Cabinet Member
Capital Contracts	From Services Threshold to £1.5m	SLT Member in consultation with Cabinet Member	SLT Member in consultation with Cabinet Member
Capital Contracts	£1.5m - £5m	Cabinet Member	Cabinet Member
Capital Contracts	Over £5m	Cabinet	Cabinet Member

Note: an approval of an award of Contract shall also by implication include approval for the Council to enter into the following associated documents:

1. Access Agreements where (a) the Council is the Framework or Open Framework owner and uses Access Agreements to enable other public bodies to join, or (b) which the Council needs to enter into in order to use a third-party Framework or Open Framework;
2. Performance bonds and parent company guarantees; and
3. Collateral warranties with Sub-contractors of the appointed supplier.

Table 2: Approval levels for waivers, modifications, extensions, and terminations

The following is a summary of the approval processes for Waivers, Contract Modifications, extensions and Terminations.

Type of contract	Value	Modifications	Extensions	Terminations	Waiver
All Low Value and Medium Value Contracts	Up to Services Threshold	SLT Member	SLT Member	SLT Member	Assistant Director, Procurement and Commercial on recommendation of the Contracts Assurance Board
Revenue Contracts	Services Threshold £0.5m to	SLT Member	SLT Member in consultation with the Cabinet Member	SLT Member in consultation with relevant Cabinet Member, the s151 Officer and Assistant Director, Legal Services	For contracts over the services threshold 151 Officer on recommendation of the Contracts Assurance Board.
Revenue Contracts	£0.5m to £1.5m	SLT Member in consultation with the Cabinet Member <i>(the total value of the contract is not modified by +/- 10% or more)</i> Cabinet Member <i>(the total value of the contract is modified by +/- 10% or more)</i>	Cabinet Member	SLT Member in consultation with relevant Cabinet Member, the s151 Officer and Assistant Director, Legal Services	For contracts over the services threshold s151 Officer on recommendation of the Contracts Assurance Board.

Type of contract	Value	Modifications	Extensions	Terminations	Waiver
					Assurance Board.
Revenue Contracts	£1.5m to £5m	SLT Member in consultation with the Cabinet Member <i>(the total value of the contract is not modified by +/- 10% or more)</i> Cabinet Member <i>(the total value of the contract is modified by +/- 10% or more)</i>	Cabinet Member	Cabinet Member(s)	For contracts over the services threshold s151 Officer on recommendation of the Contracts Assurance Board.

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Type of contract	Value	Modifications	Extensions	Terminations	Waiver
Revenue Contracts	Over £5m	SLT Member in consultation with the Cabinet Member (<i>the total value of the contract is not modified by +/- 10% or more</i>) Cabinet Member (<i>the total value of the contract is modified by +/- 10% or more</i>)	Cabinet Member	Cabinet	For contracts over services threshold and or all other high value contracts S151 Officer on recommendation of the Contracts Assurance Board
Capital Contracts	Services Threshold to £1.5m	SLT Member	SLT Member in consultation with the Cabinet Member	SLT Member in consultation with relevant Cabinet Member, the s151 Officer and Assistant Director, Legal Services	S151 Officer on recommendation of the Contracts Assurance Board
Capital Contracts	£1.5m -£5m	SLT Member in consultation with the Cabinet Member (the total value of the contract is not modified by +/- 10% or more) Cabinet Member (the total value of the contract is modified by +/- 10% or more)	Cabinet Member	Cabinet Member(s)	S151 Officer on recommendation of the Contracts Assurance Board
Capital Contracts	Over £5m	SLT Member in consultation with the Cabinet	The Cabinet Member	Cabinet	S151 Officer on recommendatio

Type of contract	Value	Modifications	Extensions	Terminations	Waiver
		Member (the total value of the contract is not modified by +/- 10% or more) Cabinet Member (the total value of the contract is modified by +/- 10% or more)			n of the Contracts Assurance Board

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Appendix 5: SLT Members responsibilities

The SLT Member's responsibilities referred to in [CSO 5](#) are as follows:

- to ensure compliance with legislation and Council Policy;
- to ensure Value for Money in all procurement and contract matters;
- to ensure compliance with these CSOs and the Financial Regulations;
- to maintain a departmental register of decisions taken for contract-related activities;
- to ensure that all relevant staff are familiar with the provisions of these CSOs, Financial Regulations and the Council's eProcurement System and that they receive adequate training on their operation;
- to ensure compliance with any guidelines issued in respect of these CSOs;
- to take immediate action in the event of a breach of these CSOs within his or her area;
- to keep proper records of all Contracts, Tenders, etc. including electronic data files (where electronic tendering systems are used), minutes of Evaluation Panels and other meetings;
- to keep appropriate departmental records of all Contracts awarded (using the Council's eProcurement System¹) where these have a total value of £5,000 (including VAT) and over (in-keeping with the statutory requirements on transparency);
- the safekeeping of all original Contracts which have been completed by signature and where the value is below £100,000 (including VAT). For Contracts which exceed this figure an electronic copy of the sealed contractual paperwork is uploaded on the Council's Contracts Register or passed to the Procurement Team for upload in the Contracts Register (and thereafter safekeeping);
- comply with these CSOs, Financial Regulations, Codes of Conduct and with all UK and European Union binding legal requirements and must also:
 - keep the records required by Section 98 PA 2023, regulation 24 of PSR and [CSOs 15.8-15.11](#);
 - ensure that Tender procedures are conducted in accordance with procedures set out in the Invitation to Tender;
 - ensure that agents, consultants, and contractual partners acting on their behalf also comply; and
 - take all necessary legal, financial and professional advice.

In addition, no member or officer may accept any form of hospitality from any candidate during a procurement competition (or similar exercise). Hospitality from suppliers who have or may have in the future Contracts with the Council may only be accepted in accordance with the "Guidance on Gifts and Hospitality" which forms part of the

Council’s Constitution (for members) and “Policy and Procedure for: Acceptance of Gifts and Hospitality by Employees: Guidance on the receipt of gifts, benefits and hospitality” that is part of the Council’s Personnel Procedures (for officers). For both members and officers the appropriate Register of Gifts and Hospitality should be completed in accordance with this guidance.

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Appendix 6: Modifications

Part 1 Regulation 72 of the PCR

Regulation 72 will continue to apply to Contracts procured before the PA 2023 comes into force.

Some modifications to Contracts are permissible if they can be said to be covered by one or more of the following safe harbours:

Regulation of the PCR	Scenario	Criteria
Reg 72(1)(a)	Where the initial documents set out that it is possible for the Council to modify the terms of the Contract or Framework Agreement.	This ability to modify must be written in clear, precise and unequivocal review clauses in the initial documents provided that the clauses state the scope and nature of possible modifications or options and do not provide for modifications which would alter the overall nature of the Contract/Framework Agreement.
Reg 72(1)(b)	Where additional works, services and/or suppliers have become necessary for the supplier to perform its obligations under the Contract/Framework Agreements.	<p>To rely on this, it must be shown that it is not possible to change supplier because:</p> <p>A) economic and technical reasoning applies such as interchangeability, or interoperability with existing equipment, services or installations procured under the initial procurement and</p> <p>B) this would cause 'significant inconvenience' or 'substantial duplication of costs' for the Council.</p> <p>In addition, the value of the additional works, services and/or suppliers required cannot exceed 50% of the value of the original Contract.</p> <p>Finally, a notice must be published in accordance with regulation 51 of the PCR.</p>
Reg 72(1)(c)	Where unforeseeable circumstance has arisen	<p>This can only be relied upon where:</p> <ul style="list-style-type: none"> • the need for the change has been brought about by circumstances which a diligent contracting authority could not have foreseen; and • the modification does not change the overall nature of the Contract; and

Regulation of the PCR	Scenario	Criteria
		<ul style="list-style-type: none"> any increase in price caused by this modification cannot exceed 50% of the value of the original Contract. <p>Finally, a notice must be published in accordance with regulation 51 of the PCR.</p>
Reg 72(1)(d)	Where a new supplier replaces the original as a result of corporate restructuring, a takeover, merger, acquisition, or insolvency	<p>Provided that:</p> <ul style="list-style-type: none"> the Contract includes an unequivocal review clause permitting the transfer; and the transfer is as a consequence of universal or partial succession into the position of the initial supplier following corporate restructuring, including takeover, merger, acquisition or insolvency of another economic operator that fulfils the criteria for qualitative selection initially established; and this does not result in other substantial modifications to the Contract and is not aimed at circumventing the PCR.
Reg 72(1)(e)	Where the modification is not substantial	<p>A substantial modification is one which:</p> <ul style="list-style-type: none"> A) Renders the Contract/Framework materially different in character; or B) Would have attracted additional bids or an alternative bid pool during the procurement process or would have meant the Council could have accepted another bid; or C) Makes the agreement more favourable to the supplier in a way that was not provided for in the original documentation; or D) Where the scope of the Contract/Framework is extended considerably; or

Regulation of the PCR	Scenario	Criteria
		E) Where a new supplier replaces the original for reasons not set out in regulation 72(1)(d) above.
Reg 72(1)(f)	Low value modification	<p>Where:</p> <ul style="list-style-type: none"> • the value of the modification will not exceed certain thresholds; and • the modification does not exceed 10% of the original Contract value for services and supplies and 15% of the original Contract value for Works Contracts. <p>Provided always that the nature of the Contract is not changed.</p> <p>When considering the value any modifications made should be considered so that the cumulative value must comply with the above.</p>

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Part 2 Section 74 and Schedule 8 of the PA 2023

Section 74 and Schedule 8 of the PA 2023 will apply to Contracts procured in accordance with the PA 2023 after it comes into force.

Under Section 74(2) the Council may also modify a Contract if it is a Light Touch Contract.

Modifications to Above Threshold and Convertible Contracts are permissible if they can be said to be covered by one or more of the following safe harbours:

Section/Schedule of the PA 2023	Scenario	Criteria
Schedule 8 paragraph 1 (provided for in the Contract)	Where the initial documents set out that it is possible for the Council to modify the terms of the Contract.	This ability to modify must be unambiguously provided for in the Contract as awarded and the Tender Notice or Transparency Notice for the award of that Contract and the Modification would not alter the overall nature of the Contract. The Council should ensure that the provision for Modification is as clear as possible in the original Contract.
Schedule 8 paragraph 8(1) (additional goods, services or works)	Where additional works, services and/or suppliers have become necessary for the supplier to perform its obligations under the Contract/Framework Agreements.	A Modification will be permitted where: <ul style="list-style-type: none"> • the Modification provides for the supply of goods, services or Works in addition to the goods, services or Works already provided under the Contract. • using a different supplier would result in the supply of goods, services or Works that are different from, or incompatible with, those already provided for in the Contract. • the Council considers that the difference or incompatibility would result in disproportionate

Section/Schedule of the PA 2023	Scenario	Criteria
		<p>technical difficulties in operation or maintenance or other significant inconvenience and the substantial duplication of costs.</p> <ul style="list-style-type: none"> the Modification would not increase the Estimated Value of the Contract by more than 50%.
Schedule 8 paragraph 4 (unforeseeable circumstances)	Where an unforeseeable circumstance has arisen	<p>This can only be relied upon where:</p> <ul style="list-style-type: none"> where the circumstances giving rise to the Modification could not reasonably have been foreseen by the Council before the Contract award.; and the Modification does not change the overall nature of the Contract; and the Modification would not increase the Estimated Value of the Contract by more than 50%.
<p>Schedule 8 paragraph 9 (transfer on corporate restructuring)</p> <p>NOTE: The Government Guidance on Contract Modifications states that there is no intention for this ground to be narrower than in previous legislation.</p>	<p>Where a new supplier replaces the original as a result of corporate restructuring, a takeover, merger, acquisition, or insolvency</p>	<p>A novation or assignment of a Public Contract to a supplier is a permitted Modification provided that:</p> <ul style="list-style-type: none"> the supplier is not an 'excluded supplier' under Section 57 of PA 2023 and the Modification is required following a corporate restructuring or similar circumstance. The Council may not modify a Contract to change a supplier except where this ground applies.

Section/Schedule of the PA 2023	Scenario	Criteria
<p>Section 74 (1)(b) (non-substantial)</p> <p>NOTE: if this ground is not available, the Council may consider whether an extension to the term might be made under the below-threshold modification or any of the Schedule 8 modifications.</p>	<p>Where the modification is not substantial</p>	<p>A substantial modification is one which:</p> <ul style="list-style-type: none"> • increases or decreases the term of the Contract by more than 10% of the maximum term (including any extensions to the term provided for in the original Contract) provided for on award, or • Materially changes the scope of the Contract (e.g. to the type of goods, services or Works to be supplied), or • Materially changes the economic balance of the Contract in favour of the supplier. <p>The maximum change to the duration of the Contract must be based on the original maximum duration provided for in the Contract. The maximum change must not be calculated based on the maximum duration provided for in the Contract immediately prior to the modification. The Council must therefore ignore any previous Modifications.</p>
<p>Section 74(1)(c) (below-threshold)</p>	<p>Below-threshold modification</p>	<p>Where the Modification does not:</p> <ul style="list-style-type: none"> • increase or decrease the Estimated Value of a goods or services Contract by more than 10% of the original Contract value, or a Works Contract by more than 15% of the original Contract value; and • cause the aggregated value of below-threshold modifications to be above the Relevant

Section/Schedule of the PA 2023	Scenario	Criteria
		<p>Threshold for the Contract; and</p> <ul style="list-style-type: none"> • materially change the scope of the Contract; and • cannot be made on any Schedule 8 grounds or is not a substantial modification. <p>When considering the value, any previous modifications made should be considered so that the cumulative value must comply with the above.</p>
<p>Schedule paragraph 2 (urgency and the protection of life, etc.)</p>	<p>8 To allow the Council to respond quickly to emergencies when it is faster to modify the existing Contract rather than enter a new Contract.</p>	<p>Where: the Modification could otherwise be achieved by a direct award under Section 41 of PA 2023.</p> <ul style="list-style-type: none"> • such an award could be made by reference to: <ul style="list-style-type: none"> (i) paragraph 13 of Schedule 5 (extreme and unavoidable urgency) (ii) regulations under Section 42 (direct award to protect life, etc.)
<p>Schedule paragraph 5-7 (Materialisation of a known risk)</p> <p>NOTE: The Government Guidance on Contract Modifications indicates that the Council must be specific and 'highly selective' when identifying known risks.</p>	<p>8 Allows the Council to manage envisaged risks during the life of the Contract.</p>	<p>Where:</p> <ul style="list-style-type: none"> • A known risk has materialised otherwise than as a result of any act or omission of the Council or supplier and because of this the Contract cannot be performed to the satisfaction of the Council. • The Modification goes no further than necessary to remedy that fact, and • Awarding a further Contract would not be in the public interest in the circumstances.

Section/Schedule of the PA 2023	Scenario	Criteria
		<p>The Modification cannot increase the Estimated Value of the Contract by more than 50% ignoring, for the purpose of estimating the value of the Contract, the fact that the risk has materialised.</p> <p>A “known risk”, means a risk that the Council considered could jeopardise the satisfactory performance of the Contract but because of its nature, could not be addressed in the Contract as awarded and was identified in the Tender or Transparency Notice for award of the Contract, including by reference to it meeting the above description and the possibility of Modification under paragraph 5.</p> <p>When considering whether awarding a further Contract would be in the public interest, the Council must consider whether a new Contract (as opposed to a Modification) would provide Value for Money and may consider technical and operational matters.</p>

Modifications may be permissible under multiple grounds, except for below-threshold modifications under Section 74(1)(c). Modifications that can be made under other grounds will not fulfill the criteria for below-threshold modifications. The most appropriate ground for the Modification should be selected by the Council.

Note also Section 74(7) which states that Modifications will not be permitted where the Modification could reasonably have been made together with another Modification to the Contract and that combined Modification would then not have been permitted (e.g. the combined Modification would have been above the threshold for below-threshold Modifications).

Under Section 75 of PA 2023, the Council must publish a Contract Change Notice before modifying a Contract (or Convertible Contract) save as follows:

- where the Modification increases or decreases the Estimated Value of the Contract by 10% or less for goods and services and 15% or less for Works;

- the Modification increases or decreases the term of the Contract by 10% or less of the maximum term detailed at award; or
- where the modification is made to Light Touch Contracts

(the above exceptions however do not apply where a Modification is made under Schedule 8 paragraph 9).

The Contract Change Notice must contain the information set out in Regulation 40 of the Procurement Regulations 2024.

Under Section 77 of PA 2023, if the publication of a Contract Change Notice is required and the modification is to a Contract that has or will resultingly have an Estimated Value of more than £5 million, the Council must (within 90 days of the modification) publish a copy (attached to the Contract Change Notice) of the modification or a copy of the Contract as modified.

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Part 3 The Provider Selection Regime

Some modifications to Relevant Health Care Services Contracts are permissible where:

Regulation of PSR	Scenario	Criteria
Reg 13(1)(a)	Clearly and unambiguously provided for in the Contract or Framework Agreement documents	
Reg 13(1)(b)	Change in the identity of the supplier	The change in supplier is due to corporate changes including takeover, merger, acquisition or insolvency and the Council is satisfied the supplier meets the basic selection criteria
Reg 13(1)(c)	Factors beyond the control of the Council and the supplier	<p>The factors include but are not limited to:</p> <ul style="list-style-type: none"> • Changes in patient or service user volume, or • Changes in prices in accordance with a formula provided for in the Contract documents, <p>and the modification does not render the Contract or Framework Agreement materially different in character</p>
Reg 13(1)(d)	Decision of the Council where criteria in reg 13(2) applies	<p>The modification does not render the Contract or Framework Agreement materially different in character;</p> <p>The cumulative changes in the lifetime value of the Contract or Framework Agreement since it was entered into or concluded is</p> <ul style="list-style-type: none"> • Below £500,000, or • Less than 25% of the lifetime value of

Regulation of PSR	Scenario	Criteria
		the original Contract or Framework Agreement when it was entered into or concluded.
Reg 13(3)	A modification to a Contract Awarded under a Direct Award Process A or Direct Award Process B where the Contract is not rendered materially different in character	

In accordance with regulation 13(4) of PSR, the Council must publish a modification notice (see Regulation 13(5) of PSR) where:

- A modification is made in accordance with regulation 13(1) or (3);
- The modification is attributable to the Council's decision, and
- The cumulative changes in the lifetime value of the Contract or Framework Agreement since it was entered into or concluded is £500,000 or more.

Appendix 7: Minimum Periods for Procurement Participation Periods

The following minimum periods for participation apply to procurement for Above Threshold Contracts and begin with the day following the day on which the Council invites the submission of requests to participate in a Competitive Flexible Procedure and ending with the day by which those requests must be submitted.

Circumstances	Minimum period
Light Touch Contract	No minimum period
Negotiated tendering procedure (including utilities contract)	No minimum period
Tender submitted only by pre-selected supplier (including utilities contract)	10 days
Qualifying Planned Procurement Notice has been issued (see paragraph 1 of Appendix 8)	10 days
Council considers there is a state of urgency that means any minimum period is impractical	10 days
Contract to be awarded by reference to suppliers' membership of a Dynamic Market	10 days
Tender may be submitted electronically and the Tender Notice and associated Tender documents are all provided at the same time	25 days
Tenders may be submitted electronically, but the Tender Notice and associated Tender documents are not all provided at the same time	30 days

Appendix 8: Procurement process step by step for High Value procurements

1. PLANNED PROCUREMENT NOTICES

- 1.1. The Council may publish a Planned Procurement Notice which in order to qualify as a Planned Procurement Notice must be at least 40 days but no more than 12 months before the date on which the Tender Notice is published.

2. PRELIMINARY MARKET ENGAGEMENT (SECTIONS 16 AND 17 OF THE PA 2023)

- 2.1. The Project Team may arrange a preliminary market engagement exercise:
 - 2.1.1 to consult potential suppliers and others prior to the issue of the Invitation to Tender for the purpose of the development of requirements, the approach, designing the Tender documents, identifying suppliers and likely contractual terms and building capacity provided this does not have the effect of providing unfair advantage or distorting competition and the Council should have regard to the procurement objectives set out in Section 12 of PA 2023; and
 - 2.1.2 where an existing Contract exists, obtain from the current supplier information on service delivery aspects.
- 2.2. Where there is potentially an unfair advantage or the distortion of competition then advice from the Assistant Director Procurement and Commercial and the Assistant Director, Legal Services must be sought.
- 2.3. If market engagement is to be carried out a Preliminary Market Engagement Notice must be published before a Tender Notice is published or provide reasons for not doing so in the Tender Notice.
- 2.4. A Preliminary Market Engagement Notice can be published by the Council where it has already conducted the preliminary market engagement and provides details of the process that has been undertaken. Please seek advice from Legal Services before undertaking preliminary market engagement without first issuing a Preliminary Market Engagement Notice.

3. PROCUREMENT STRATEGY

- 3.1. For High Value Contracts, the Project Team shall prepare the [Procurement Strategy](#) for approval by the relevant SLT Member. Prior to the preparation of the Procurement Strategy a meeting will be arranged to discuss the procurement process. Where the proposed Contract relates to a new service or initiative or the purchase or construction of a new asset, the [Procurement Strategy](#) must also include a Business Case.

- 3.2. The [Procurement Strategy](#) must cover:
- 3.2.1 **Procurement method:** consider what procurement method is most likely to achieve the purchasing objectives, including:
 - 3.2.1.1 internal provision (“make decision”); or
 - 3.2.1.2 external sourcing (“buy decision”); and/or
 - 3.2.1.3 collaboration (including a joint working arrangement between the Council and other local authorities) with other purchasers, partnering and long-term relationships; and/or
 - 3.2.1.4 the use of a DPS, Dynamic Market, Open Framework or Framework already let by the Council, or a DPS, Dynamic Market, Open Framework or Framework let by another Centralised Procurement Authority / Central Purchasing Body and which has been awarded on the basis that it can be used by others (in particular the Council).
 - 3.3. Where paragraph 3.2.1.4 applies, as part of its report seeking approval the SLT Member shall provide evidence that:
 - 3.3.1 the Council is within the class of persons eligible to call off from the DPS, Dynamic Market, Open Framework or Framework;
 - 3.3.2 the goods, Works or services required to be procured are within the scope of the DPS, Dynamic Market, Open Framework or Framework;
 - 3.3.3 the call off procedures required under the rules of the DPS, Dynamic Market, Open Framework or Framework have been established and will be followed, and that a fair and transparent process will be used;
 - 3.3.4 the Assistant Director, Legal Services has reviewed the proposed call off terms and conditions (to the extent that they are specified by the DPS, Dynamic Market, Open Framework or Framework) to ensure that they do not compromise the Council’s interests.
 - 3.4. In general, the SLT Member shall ensure that the report seeking approval for the [Procurement Strategy](#) includes:
 - 3.4.1 **Contract Period:** this should include any potential extensions and/or break periods. If the Contract is a Framework Agreement then the Contract Period shall not exceed 4 years. If the Contract is an Open Framework Agreement it shall not exceed a maximum of 8 years.
 - 3.4.2 **Contract Value:** the estimated Contract value. Ensuring that there is an estimating process which sets out the initial Contract estimate, revised estimates and Tender estimate. Such estimates must reflect current or expected market values and must not be over or under inflated as a means of avoiding the requirements of either or all of the PA 2023, The Procurement Regulations 2024 or these CSOs.

- 3.4.3 **Expenditure:** appraise the need for the expenditure and its priority and identify the relevant budget and confirm that:
- 3.4.3.1 there is approval for the expenditure in accordance with Financial Regulations; and
- 3.4.3.2 for non-procurement related issues, the appropriate approvals, for example, those found in Financial Regulations have been complied with.
- 3.4.4 **Consultation:** consultation undertaken with service users (as may be appropriate) about the proposed procurement method, contract standards and also performance and user satisfaction monitoring.
- 3.4.5 **Options:** consider the needs of the business and sourcing possibilities. This includes options for extension.
- 3.4.6 **Procurement Process:** take into account any procurement guidance issued by the Assistant Director Procurement and Commercial, and/or the Chief Executive (or any other officer they nominate). Depending on whether the Contract value is:
- 3.4.6.1 Below the Relevant Threshold for supplies/services in which case the procurement shall be an Open Procedure;
- 3.4.6.2 above the Relevant Threshold for supplies/services or all High Value Contracts for Works in which case decide on the most appropriate process:
- Open Procedure; or
 - Competitive Flexible Procedure; or
 - Light Touch Contract (applicable only to social and other specified services); or
 - Direct Award (special cases and to protect life, etc.)
- 3.4.7 **Advertising Process:** in accordance with [CSO 19](#) agree the appropriate advertising process.
- 3.4.8 **Local and SME/VCSE provision:** For below Light Touch Threshold Contracts and Works Contracts, in accordance with [CSO 4.9](#) to [CSO Error! Reference source not found.](#) assess the contract may be reserved to Local and SME/VCSE suppliers.
- 3.4.9 **Contract packaging** - consideration of whether the Contract can be divided into separate lots (see [paragraph 5](#) of this [Appendix 8](#) below).
- 3.4.10 **Establishing a Framework or Open Framework:** where the [Procurement Strategy](#) relates to the establishment of a Framework or Open Framework for other public sector bodies to purchase through, the Strategy must show how it will ensure compliance with the Local Authorities (Goods and Services) Act 1970 and/or the Local Government Act 2003 as appropriate and must be approved by the Assistant Director Procurement and Commercial.

3.4.11 **Preliminary Market Engagement:** consider the outcome of any preliminary market consultations aimed at ensuring the draft specification and the terms & conditions are achievable at realistic costs to the Council.

3.4.12 **Procurement Document Suite:** The Project Team shall in the Procurement Strategy report provide details of the following:

3.4.12.1 Volume 1: Invitation to Tender

Describes the form and content of Tenders, the timetable, the Council's requirements for the services/Works, the tendering process, and the terms on which the Council will contract in due course with the successful Bidder.

3.4.12.2 Volume 2: Specification/Authority's Requirements

This document details the specification/the Council's Requirements for the provision of the services/Works. This document may be subject to minor technical amendments.

3.4.12.3 Volume 3: Draft Contract

Included as part of the Tender documents is the draft Contract. The Council will not accept changes to the form of Contract and intends to enter into the Contract with the successful Bidder on the terms set out subject only to specific amendments. Subject to the Council determining that mark-ups would be accepted as part of a Competitive Flexible Procedure, generally mark-ups of the Contract are not invited and if a Bidder submits any mark-ups or indicates that they do not accept any or all of the terms of the Contract, the Council may reject that Tender.

Bidders should note that the successful Bidder shall be contractually bound to deliver the services/Works in accordance with the terms set out in the Contract.

The successful Bidder will be required to execute a formal Contract which embodies the terms of all the Tender documents.

The successful Bidder will be required to execute the Contract promptly and shall not commence the provision of the services/Works nor be entitled to any remuneration whatsoever until it has done so unless otherwise expressly agreed at its discretion by the Council.

The successful Bidder shall be liable for any loss or damage incurred by the Council if the services/Works cannot commence on the commencement date as a result of the successful Bidder's failure to execute the Contract properly.

3.4.12.4 Volume 4: Response Document

The document contains the forms which need to be completed and returned as part of the Tender submission.

3.4.12.5 Volume 5: Pricing Schedule

The pricing schedule must be used to detail the pricing for the specified services/Works and confirm the Contract Value. Instructions are set out within the schedule.

Bidders shall be deemed to have obtained for themselves all necessary information as to risks, contingencies and any other circumstances which might reasonably influence or affect the Bidder's Tender submission.

The Pricing Schedule must be uploaded within the 'Commercial Envelope' section on the Council's eProcurement System).

3.4.12.6 Volume 6: Added Value Matrix

The Added Value Matrix must be completed by Bidders as part of the Added Value Quantitative response.

The measures are based on the National TOMS (Themes, Outcomes and Measures) Social Value system.

- 3.4.13 **Data Protection:** The Project Team should consider what personal data will be collected or processed as part of the Contract. A Data Protection/ Privacy Impact Assessment to be obtained from Digital Services should be carried out and reference should be made to the guidance provided by the Information team within the Council.

4. AWARD CRITERIA

- 4.1. In accordance with the PA 2023 and PSR, as applicable, all award criteria and sub-criteria relating to the award must be clearly published and refer only to relevant considerations.
- 4.2. The award of all High Value Contracts must be on the basis of the most advantageous Tender. The recommended quality:price ratio is 60:40. The quality:price ratio will be discussed and agreed at the meeting prior to the publication of the Tender. Deviations from 60:40 quality:price ratio can be proposed but justification for the change should be included in the award approval report submitted.
- 4.3. The award criteria must be published as part of the Procurement Document Suite.
- 4.4. Evaluation/assessment must only be made using the published criteria and sub-criteria. Criteria may include:
 - Price
 - Quality of service

- Quality of goods
 - Whole-life running costs
 - Whole life cycle costs
 - Technical merit
 - Cost effectiveness
 - Quality
 - Delivery date
 - Long-term relationships
 - Safety
 - After-sales services
 - Technical assistance
 - Partnering arrangements
 - Social value
 - Relevant environmental considerations
 - Aesthetic and functional characteristics (including security and control features)
 - Any other relevant matter
- 4.5. Added value must form part of evaluation of the award criteria for any High Value Contract. A minimum of 10% of the overall score shall be attributed to added value in accordance with the Council's [Added Value Policy](#).
- 4.6. Award criteria and sub-criteria must be designed to secure an outcome giving best Value for Money for the Council. The award criteria and selection criteria must not include:
- 4.6.1 Non-commercial Considerations; or
- 4.6.2 matters which discriminate against suppliers from or signatories to the Government Procurement Agreement.
- 4.7. The award criteria must be set out in the [Procurement Strategy](#).

5. CONTRACT PACKAGING – CONSIDERATION OF DIVIDING INTO LOTS

- 5.1. In accordance with [Section 18](#) of the PA 2023, the Council may decide to divide the procurement competition into separate lots. However, where the decision of the Council is not to subdivide into lots that decision must be recorded in:
- 5.1.1 accordance with the [Section 98](#) of PA 2023 if the Contract is Above Threshold; and/or
- 5.1.2 the Procurement Strategy.
- 5.2. However, the consideration must not be to enter into separate Contracts, nor select a method of calculating the total value, in order to avoid the requirements of the PA 2023 or to minimise the application of these CSOs (otherwise known as disaggregation).

6. PROJECT TEAM

- 6.1. The Project Team may be similar in its composition to that of the Project Team. It will ensure that the procurement exercise is managed in accordance with existing legislative requirements and the Procurement Strategy that has been approved by the Council. Its roles include finalising all final documentation required to undertake a procurement exercise, with appropriate legal and procurement advice and establishing an Evaluation Panel to conduct evaluations at qualification and/or award stages.
- 6.2. The Project Team will be chaired by the SLT Member or his/her delegated deputy (or where there are several departments involved, in the department with the highest spend), with a senior sponsor, and include relevant stakeholders (e.g. Contract Officer). It will consult and engage relevant professional officers including but not limited to legal, finance, procurement, IT and HR. It will also commission additional expertise where this is warranted. It will be responsible for:
 - 6.2.1 ensuring a Contract is put in place in accordance with legal requirements;
 - 6.2.2 meeting required deadlines and service requirements;,,
 - 6.2.3 obtaining Value for Money; and
 - 6.2.4 meeting the agreed objectives set out in the Procurement Strategy.
- 6.3. In most instances the Project Team will identify and appoint a Contract Officer who will be responsible for the day to day running of the procurement exercise. The Contract Officer will be a member of the Project Team.
- 6.4. Before beginning the tendering process, the Contract Officer responsible for it must, in a manner commensurate with the complexity and value of the project:
 - 6.4.1 act on the agreed recommendations set out in the agreed Procurement Strategy;
 - 6.4.2 take into account any procurement guidance issued;
 - 6.4.3 assess the risks associated with the procurement and how to manage them; and
 - 6.4.4 have due regard to the Council's Added Value responsibilities under the Public Services (Social Value) Act 2012 and Public Sector Equality Duty arising from the Equality Act 2010 and other relevant legislation.
- 6.5. The Project Team shall appoint the appropriate professional officers (and in most instances this will include the Contract Officer) to evaluate expressions of interest or Tenders received. These professional officers will individually score the submissions received and award marks (where appropriate) against the pre- published criteria set out in the Procurement Strategy. All evaluators are required to record their individual scores in the Council's eProcurement System. The Project Team will then consider these individual scores and shall arrive at

and agree a consensus score for all criteria during the moderation meeting. The moderation meeting is chaired by the Assistant Director Procurement and Commercial or a delegated (procurement) officer. The Project Team shall not adopt, as a methodology, an average scoring arrangement.

- 6.6. The Project Team will keep accurate records of all meetings, retain appropriate documentation and maintain proper records for transparency and audit purposes as set out in [Section 98](#) of the PA 2023 and Regulation 24 of PSR (where applicable) and [paragraph 16](#) below.
- 6.7. The Project Team will undertake post-project reviews where required. It will implement any corporate or collaboration requirements including supporting arrangements around any agreed approval processes and participating in any audits.
- 6.8. The Project Team and appropriate SLT Member shall be responsible for ensuring that all persons or bodies invited to Tender for the supply of goods, services or works to the Council have been suitably assessed and meet the PA 2023 and PSR, as applicable.

7. PROCUREMENT DOCUMENT SUITE

- 7.1. At the point of advertising the opportunity through the Open Procedure or when inviting Tenders after the Conditions of Participation stage, the Procurement Document Suite must be complete and available on the Council's e-tendering portal for access by all economic operators who express interest in the project. This Invitation to Tender comprises at least the following:
 - 7.1.1 the specification;
 - 7.1.2 the Invitation to Tender containing instructions on the process;
 - 7.1.3 the draft Contract;
 - 7.1.4 the form of Tender;
 - 7.1.5 response requirements; and
 - 7.1.6 the award criteria.
- 7.2. The Project Team shall be responsible for preparing the Procurement Document Suite.

8. INVITATION TO TENDER/QUOTE

- 8.1. High Value Contracts are awarded on the basis of the most advantageous Tender, and Bidders must be informed of the evaluation model and award criteria in the Invitation to Tender documents. The subsequent evaluations must be carried out in accordance with them.
- 8.2. The Invitation to Tender shall state that no Tender will be considered unless it is received by the date and time stipulated in the Invitation to Tender.

- 8.3. All Invitations to Tender instructions shall be on the Council's standard form documentation.
- 8.4. All Bidders invited to Tender or Quote must: (a) be issued with the same information; (b) at the same time; and (c) subject to the same conditions. Any supplementary information must be given on the same basis.

9. PRE-QUALIFICATION STAGE

- 9.1. Where a pre-qualification stage applies, Conditions of Participation shall be developed, together with appropriate service-specific questions. This must be published through the eProcurement System together with a methodology for evaluating the responses to the Conditions of Participation and a draft specification. However, if the High Value Contract is also above the threshold, then the award criteria for the Tender stage(s) must also be published, together with the draft Contract and method statement questions that are used to evaluate against the award criteria. See also [paragraph 10](#) (Shortlisting) below for conduct of this shortlisting stage.

10. SHORTLISTING

- 10.1. The Council may shortlist economic operators when using the Competitive Flexible Procedure.
- 10.2. The Project Team is responsible for shortlisting of economic operators.
- 10.3. The form of Conditions of Participation is included on the Council's eProcurement System and should not be amended. Only additional questions can be included. Conditions of Participation are backward looking and should not include any questions about the provision of the project to the Council, but instead should ask about current capacity and standing. Information sought at Condition of Participation stage cannot be re-sought (or re-used) at tendering stage.
- 10.4. The Project Team will agree the methodology for selecting economic operators to invite to Tender and this shall be set out in the Conditions of Participation guidance documentation.
- 10.5. The Project Team shall arrive at a consensus decision on which economic operators shall be invited to Tender.
- 10.6. Where an economic operator is a subsidiary of a parent company, and:
- 10.6.1 there is some concern about the financial stability of the economic operator; and/or
 - 10.6.2 the award of the Contract is based on an evaluation of the parent company,

then the Project Team must consult the Director of Finance about obtaining a Parent Company Guarantee.

10.7. There is no requirement to obtain a bond from a Bidders unless the Project Team considers it an appropriate way to mitigate risks identified during the procurement process.

11. SUBMISSION, RECEIPT AND OPENING OF TENDERS

11.1. Unless otherwise agreed by the Assistant Director Procurement and Commercial, all Quotations and Tenders must be received through the Council's eProcurement System.

11.2. The Assistant Director Procurement and Commercial will be responsible for the verification of all Tenders and Quotations that have been submitted electronically through the eProcurement System.

11.3. Any Quotation or Tender received after the date and time for its return cannot and must not be accepted. Late Bidders will be advised that their Tender has been rejected because it was received after the date and time scheduled for its return.

11.4. The Project Team must not disclose the names of Bidders to any Council staff not involved in the procurement process.

12. EVALUATION AND AWARD OF CONTRACTS

12.1. The Project Team will take responsibility for the establishment of the Evaluation Panel to evaluate all Tenders received and the arrival of the final consensus scores.

12.2. In accordance with statutory requirements contained in the PA 2023 the confidentiality of Quotations, Tenders and the identity of Bidders must be preserved at all times, and information about one Bidder's response must not be given to another Bidder. Where questions are received prior to the return of Tenders, then the Contract Officer shall anonymise both the question(s) and response(s) and forward to all Bidders for information, unless the questions are Bidder-specific.

12.3. In accordance with [paragraphs 4.2 and 4.4](#) of this [Appendix 8](#) above, where a Contract is to be awarded on the basis of the most advantageous Tender received, the evaluations must be carried out in accordance with the pre-published evaluation model and award criteria.

12.4. Under Section 30 of the PA 2023, where a supplier has acted improperly (failing to provide information, providing information that is incomplete, inaccurate or misleading, accessing confidential information or unduly influencing the Council's decision-making) in consequence of which the supplier is put an unfair advantage in relation to the award, and it cannot be avoided other than by excluding the supplier, the Council must treat the supplier as excluded for the purpose of assessing tenders and exclude the supplier from participation in, or progressing as part of, any Competitive Tendering Procedure. However, before a determination is made the Council must give the supplier reasonable opportunity to make representations and provide relevant evidence.

- 12.5. The arithmetic in compliant Tenders must be checked. If arithmetical errors are found they should be notified to the Bidder, who should be requested to explain the discrepancy. Such a discrepancy may, in certain circumstances, be acceptable under Section 30 of the PA 2023, otherwise the Bidder must be required to confirm or withdraw their Tender. Alternatively, if the rates in the Tender, rather than the overall price, were stated within the Invitation to Tender as being dominant, an amended Tender price may be requested to accord with the rates given by the Bidder.
- 12.6. The Council has a statutory duty under Section 19(4) of the PA 2023 before disregarding any Tender that appears to be an abnormally low price to notify the supplier and provide the supplier with the opportunity to demonstrate it can perform the Contract for the price offered.
- 12.7. Where the Tender recommended for acceptance is more than 10% below the estimate, the awarding report required in accordance with these CSOs shall explain the reasons for the difference and confirm that the supplier has provided written confirmation that they are able to fulfil the Contract for their tendered sum.
- 12.8. SLT Members shall ensure that submitted Tender prices or rates are compared with any pre-Tender estimates and that any discrepancies are examined and resolved satisfactorily. Details of correspondence needs to be kept on the project file, and this information needs to be recorded in decision award reports (to SLT Members, Cabinet Member Decisions or Cabinet Reports).
- 12.9. Before the Contract is awarded the Council must publish a Contract Award Notice. The Council must issue to each supplier that submitted an assessed Tender information about its assessment of the Tender, and if different, the winning Tender.
- 12.10. As soon as possible after the Contract has been awarded the Council must send a Contract Details Notice on the Central Digital Platform. In accordance with Section 53(1) of the PA 2023 this must be done before the end of:
 - 12.10.1 120 days beginning with day on which Contract is entered into for Light Touch Contracts;
 - 12.10.2 30 days beginning with the day on which the Contract is entered into for all other Contracts other than Light Touch Contracts.
- 12.11. Where the estimated value of the Contract the Council has entered into is more than £5 million (inclusive of VAT) the Council, in accordance with Section 53(3) of the PA 2023, must publish a copy of the Contract on the Central Digital Platform before the end of:
 - 12.11.1 180 days beginning with day on which Contract is entered into for Light Touch Contracts;
 - 12.11.2 90 days beginning with the day on which the Contract is entered into for all other Contracts other than Light Touch Contracts.

12.12. The requirement to publish a copy of the Contract does not apply to a Contract awarded under Section 41 of PA 2023 by reference to paragraph 15 of Schedule 5 (direct award: user choice contracts).

13. POST-TENDER

13.1. Post-Tender clarification must only be conducted in accordance with the guidance issued by the Assistant Director Procurement and Commercial and/or the Assistant Director, Legal Services, both of whom must be consulted wherever it is proposed to enter into such post-Tender clarifications.

13.2. Negotiation is not permitted post-Tender (unless detailed as part of a Competitive Flexible Procedure).

13.3. Where tenders are received above the approved budget, the SLT Member may consider adjusting the specification and **all the Bidders** must be asked to re-submit based on an amended specification in order, to bring the cost within budget. However, where it is identified that there needs to be a fundamental change to the specification (or Contract terms), the Contract must not be awarded but retendered in accordance with the PA 2023.

14. AWARD OF CONTRACT

14.1. This shall be communicated through the eProcurement System using a formal letter of award. For Above Threshold Contracts, it must first be preceded by the Standstill Period referred to in [paragraph 15.1.1](#) below.

15. STANDSTILL AND RECORDS

15.1. Standstill Period

15.1.1 The requirements of Section 51 of the PA 2023 shall be complied with for all Above Threshold Contracts save for Light Touch Contracts, unavoidable emergency and protecting life etc direct awards, Frameworks and Dynamic Markets, however the Council can also enter a Voluntary Standstill Period for Light Touch Contracts. See further Section 51 (3-5) of PA 2023.

15.2. Records of procurement process

15.2.1 Section 98 of the PA 2023 provides a statutory framework for the retention of contract documentation to explain decisions taken during all procurement processes above the thresholds. This must be complied with for procurement for Above Threshold Contracts.

16. RECORD RETENTION

16.1. Contract must be kept for 12 years (if the Contract is a deed) after the final settlement of the Contract.

16.2. Documents which relate to the procurement process should be kept for a minimum period of 3 years beginning with the day on which the Contract is entered into (these may be stored electronically).

17. ASSESSMENT SUMMARY – REGULATED PROCUREMENTS

- 17.1. Where a tendering exercise is regulated by the provisions of the PA 2023, Bidders must be simultaneously notified (in writing) and as soon as possible after any decision has been made in connection with their exclusion from the process or the outcome of the award decision is known (save where the exclusion of the supplier results from a threat to national security). [Prior to issuing any Assessment Summaries the SLT Member will meet with Legal Services and the Procurement team.](#)
- 17.2. For Tenders that are subject to the PA 2023, there are strict rules that the Council must comply with and advice on their application must be sought from the Assistant Director Procurement and Commercial and/or the Assistant Director, Legal Services.
- 17.3. The process shall be communicated in writing only and at no time will any officer of the Council be engaged in a verbal debrief with the unsuccessful Bidders.

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Appendix 9: Procurement Process Step by Step for Relevant Health Care Services

1. INTRODUCTION

- 1.1. Where the Council awards a Relevant Health Care Services Contract it must do so in accordance with the PSR. There is no minimum threshold at which the PSR apply to the procurement of Relevant Health Care Services. However, the Council is expected to take a proportionate approach¹⁵ and has therefore decided that [Appendix 9](#) will apply to the award of Relevant Health Care Service Contracts that are also High Value Contracts and where the Council considers that process should be followed regardless of the value of the Relevant Health Care Services Contract. Officers should consult with Legal Services and the Procurement Team.
- 1.2. The Council must ensure when applying the PSRs it makes decisions in the best interests of people who use the service. The Council must act with a view to:
 - 1.2.1 Securing the needs of the people who use the service,
 - 1.2.2 Improving the quality of the services, and
 - 1.2.3 Improving efficiency in the provision of the services.

The Council must also act transparently, fairly and proportionately.

2. PROCUREMENT STRATEGY

- 2.1. For Relevant Health Care Service Contracts the Project Team shall prepare the [Procurement Strategy](#) for approval by the relevant SLT Member. Prior to the preparation of the Procurement Strategy a meeting will be arranged to discuss the procurement process. Where the proposed Contract relates to a new service or initiative, the [Procurement Strategy](#) must also include a Business Case.
- 2.2. The [Procurement Strategy](#) must cover:
 - 2.2.1 **Procurement method:** consider what procurement method is most likely to achieve the purchasing objectives, including:
 - 2.2.1.1 internal provision (“make decision”); or
 - 2.2.1.2 external sourcing (“buy decision”); and/or
 - 2.2.1.3 collaboration (including a joint working arrangement between the Council and other local authorities) with other purchasers, partnering and long-term relationships; and/or

¹⁵ The Provider Selection Regime Statutory Guidance - <https://www.england.nhs.uk/long-read/the-provider-selection-regime-statutory-guidance/>

- 2.2.1.4 a Framework already let by the Council, or Framework let by another Centralised Procurement Authority / Central Purchasing Body and which has been awarded on the basis that it can be used by others in particular the Council.
- 2.3. Where [paragraph 2.2.1.4](#) applies, as part of its report seeking approval the SLT Member shall provide evidence that:
- 2.3.1 the Council is within the class of persons eligible to call off from the Framework;
 - 2.3.2 the services required to be procured are within the scope of the Framework;
 - 2.3.3 the call off procedures required under the rules of the Framework have been established and will be followed, and that a fair and transparent process will be used;
 - 2.3.4 the Assistant Director, Legal Services has reviewed the proposed call off terms and conditions (to the extent that they are specified by the Framework) to ensure that they do not compromise the Council's interests.
- 2.4. In general, the SLT Member shall ensure that the report seeking approval for the [Procurement Strategy](#) includes:
- 2.4.1 **Contract Period:** this should include any potential extensions and/or break periods. If the Contract is a Framework then the Contract Period shall not exceed 4 years.
 - 2.4.2 **Contract Value:** the estimated Contract value. Ensuring that there is an estimating process which sets out the initial Contract estimate, revised estimates and Tender estimate. Such estimates must reflect current or expected market values and must not be over or under inflated.
 - 2.4.3 **Expenditure:** appraise the need for the expenditure and its priority and identify the relevant budget and confirm that:
 - 2.4.3.1 there is approval for the expenditure in accordance with Financial Regulations; and
 - 2.4.3.2 for non-procurement related issues, the appropriate approvals, for example, those found in Financial Regulations have been complied with.
 - 2.4.4 **Consultation:** consultation undertaken with service users (as may be appropriate) about the proposed procurement method, Contract standards and also performance and user satisfaction monitoring.
 - 2.4.5 **Options:** consider the needs of the business and sourcing possibilities. This includes options for extension.

- 2.4.6 **Procurement Process:** take into account any procurement guidance issued by the Assistant Director Procurement and Commercial, and/or the Chief Executive (or any other officer they nominate).
- 2.4.6.1 **Advertising Process:** The relevant advertising process as detailed in [paragraph 5](#) of this [Appendix 9](#).
- 2.4.6.2 **Local and SME/VCSE provision:** Assess whether the Contract may be reserved to Local and SME/VCSE suppliers.
- 2.4.6.3 **Contract packaging** - consideration of whether lotting is a suitable approach.
- 2.4.6.4 **Establishing a Framework Agreement:** where the [Procurement Strategy](#) relates to the establishment of a framework for other public sector bodies to purchase through, the Procurement Strategy must show how it will ensure compliance with the Local Authorities (Goods and Services) Act 1970 and/or the Local Government Act 2003 as appropriate and must be approved by the Assistant Director Procurement and Commercial.
- 2.4.6.5 **Preliminary Market Engagement:** consider the outcome of any preliminary market consultations aimed at ensuring the draft specification and the terms & conditions are achievable at realistic costs to the Council.
- 2.4.6.6 **Procurement Document Suite:** The Project Team shall in the Procurement Strategy report:
- 2.4.6.6.1. detail the main provisions contained in the draft specification and ascertain the relevant standards (may be referenced to a corresponding British standard) which apply to the subject matter of the Contract. The Project Team must conclude those standards that are necessary properly to describe the required quality;
 - 2.4.6.6.2. detail how the procurement shall ensure stimulation of the market and to ensure sufficient tenders are received, if the Council follows the Most Suitable Provider Process or the Competitive Process;
 - 2.4.6.6.3. define the objectives of the purchase and, where appropriate, ensure that they meet the requirements of the Council;
 - 2.4.6.6.4. identify any significant variations to the Council's standard terms and conditions;

- 2.4.6.6.5. identify the basis selection criteria and key criteria to be used and the reasoning for the recommendation ensuring the optimum combination of whole life cost and quality;
 - 2.4.6.6.6. securing wider social, economic and environmental benefits for the community for all Contracts, including specifically for service contracts how the proposed Tender documents meet the statutory requirements contained in the Public Services (Social Value) Act 2012 and the Council's policy on Added Value;
 - 2.4.6.6.7. consider, where it is appropriate, the Council's responsibilities under the Civil Contingency Act in terms of potential emergencies and the continuity of high priority services; and
 - 2.4.6.6.8. detail other legislation relating to the Contract.
- 2.4.6.7 **Data Protection:** The Project Team should consider what personal data will be collected or processed as part of the Contract. A Data Protection/ Privacy Impact Assessment should be carried out and reference should be made to the guidance provided by the Information team within the Council.
- 2.4.6.8 **Assessment of potential suppliers:**
- 2.4.6.8.1. Where the Council is procuring Relevant Health Care Services it shall undertake the assessment of potential suppliers taking account of the key criteria as detailed in Regulation 5 of the PSR and applying the basic selection criteria as detailed in regulation 19 and Schedule 16 of PSR. Where the Council follows Direct Award Process A or Direct Award Process B or a Contract is concluded under a Framework Agreement the Council does not need to apply the basic selection criteria.
 - 2.4.6.8.2. The basic selection criteria must be set out in the [Procurement Strategy](#).

3. PROJECT TEAM

- 3.1. The Project Team may be similar in its composition to that of the SRT. It will ensure that the procurement exercise is managed in accordance with existing legislative requirements and the Procurement Strategy that has been approved

by the Council. Its roles include finalising all final documentation required to undertake a procurement exercise, with appropriate legal and procurement advice and establishing an Evaluation Panels to conduct evaluations at qualification and/or award stages.

- 3.2. The Project Team will be chaired by the SLT Member or his/her delegated deputy (or where there are several departments involved, in the department with the highest spend), with a senior sponsor, and include relevant stakeholders (e.g. Contract Officer). It will consult and engage relevant professional officers including but not limited to legal, finance, procurement, IT and HR. It will also commission additional expertise where this is warranted. It will be responsible for:
 - 3.2.1 ensuring a Contract is put in place in accordance with legal requirements;
 - 3.2.2 meeting required deadlines and service requirements;
 - 3.2.3 obtaining Value for Money; and
 - 3.2.4 meeting the agreed objectives set out in the Procurement Strategy.
- 3.3. In most instances the Project Team will identify and appoint a Contract Officer who will be responsible for the day to day running of the procurement exercise. The Contract Officer will be a member of the Project Team.
- 3.4. Before any process under the PSR is commenced, the Contract Officer responsible for it must, in a manner commensurate with the complexity and value of the project:
 - 3.4.1 act on the agreed recommendations set out in the agreed Procurement Strategy;
 - 3.4.2 take into account any procurement guidance issued;
 - 3.4.3 assess the risks associated with the procurement and how to manage them; and
 - 3.4.4 have due regard to the Council's Added Value responsibilities under the Public Services (Social Value) Act 2012 and Public Sector Equality Duty arising from the Equality Act 2010 and other relevant legislation.
- 3.5. The Project Team shall appoint the appropriate professional officers (and in most instances this will include the Contract Officer) to evaluate expressions of interest or Tenders received. These professional officers will individually score the submissions received and award marks (where appropriate) against the pre-published criteria set out in the Procurement Strategy. All evaluators are required to record their individual scores in the Council's eProcurement System. The Project Team will then consider these individual scores and shall arrive at and agree a consensus score for all criteria during the moderation meeting. The moderation meeting is chaired by the Assistant Director Procurement and

Commercial or a delegated (procurement) officer. The Project Team shall not adopt, as a methodology, an average scoring arrangement.

- 3.6. The Project Team will keep accurate records of all meetings, retain appropriate documentation and maintain proper records for transparency and audit purposes as set out in Regulation 24 of PSR (where applicable) and [paragraph 7](#) of this [Appendix 9](#) below.
- 3.7. The Project Team will undertake post-project reviews where required. It will implement any corporate or collaboration requirements including supporting arrangements around any agreed approval processes and participating in any audits.
- 3.8. The Project Team and appropriate SLT Member shall be responsible for ensuring that all persons or bodies invited to Tender for the supply of goods, services or works to the Council have been suitably assessed and meet the PSR.

4. PROCUREMENT DOCUMENT SUITE

- 4.1. At the point of advertising the opportunity using the Most Suitable Provider Process or Competitive Process, the Procurement Document Suite must be complete and available on the Council's e-tendering portal for access by all economic operators who express interest in the project. This Invitation to Tender comprises at least the following:
 - 4.1.1 the specification;
 - 4.1.2 the Invitation to Tender containing instructions on the process;
 - 4.1.3 the draft Contract;
 - 4.1.4 the form of Tender;
 - 4.1.5 response requirements; and
 - 4.1.6 the basic award criteria and key criteria.
- 4.2. The Project Team shall be responsible for preparing the Procurement Document Suite.

5. INVITATION TO TENDER

- 5.1. The Council will follow the following processes depending on which process is relevant to the procurement of the Relevant Health Care Service Contract.

Direct Award Process A

Step 1: The Council awards a Contract without a competition.

Step 2: The Council submits a notice of the award for publication on the Central Digital Platform within 30 days of the Contract being awarded. The notice must include the information set out in Schedule 2 of the PSR.

Direct Award Process B

Step 1: The Council awards a Contract without a competition.

Step 2: The Council submits a notice of the award for publication on the Central Digital Platform within 30 days of the Contract being awarded. The notice must include the information set out in Schedule 2 of the PSR.

Direct Award Process C

Step 1: The Council considers, taking into account the key criteria and applying the basic selection criteria whether it is content that the existing supplier is satisfying the existing Contract and is likely to satisfy the proposed Contract sufficiently;

Step 2: A notice of intention to make an award to the existing supplier is submitted for publication;

Step 3: Standstill Period;

Step 4: Where the Council receives written representations, the Council must comply with the provisions in regulation 12(4) PSR and communicate further decisions and any subsequent further decisions made. Where no written representations are made the Council can move directly to Step 5 without taking any action under Step 4;

Step 5: The Council enters into Contract after the end of Standstill Period;

Step 6: The Council submits a notice of award of the Contract for publication.

The Most Suitable Provider

Step 1: The Council submits a notice of its intention to follow the Most Suitable Provider Process for publication;

Step 2: The Council identifies potential suppliers with reference to the key criteria and basic selection criteria. This step cannot be completed before the day which is 14 days after the date on which the notice of intention to follow the process is submitted as detailed in Step 1;

Step 3: The Council assesses the potential suppliers and chooses a supplier, taking account of the key criteria and applying the basic selection criteria;

Step 4: The Council submits a notice of intention to make an award for publication;

Step 5: Standstill Period;

Step 6: Where the Council receives written representations, the Council must comply with the provisions in regulation 12(4) PSR and communicate further decisions and any subsequent further decisions made. Where no written representations are made the Council can move directly to Step 7 without taking any action under Step 6;

Step 7: The Council enters into the Contract after the end of the Standstill Period; and

Step 8: The Council submits a notice of award of the Contract for publication.

The Competitive Process

Step 1: The Council determines the award criteria taking account of the key criteria and applying the basic selection criteria;

Step 2: The Council submits a notice inviting offers for publication;

Step 3: The Council assess the offers;

Step 4: The Council makes a decision;

Step 5: the Council promptly informs the successful and unsuccessful suppliers;

Step 6: The Council submits a notice of its intention to award for publication;

Step 7: Standstill Period;

Step 8: Where the Council receives written representations the Council must comply with the provisions in regulation 12(4) PSR and communicate further decisions and any subsequent further decisions made. Where no written representations are made the Council can move directly to Step 9 without taking any action under Step 8;

Step 9: The Council enters into the Contract or Framework Agreement after the end of the Standstill Period;

Step 10: The Council submits a notice of award of the Contract or Framework Agreement for publication.

6. SUBMISSION, RECEIPT AND OPENING OF TENDERS:

- 6.1. Unless otherwise agreed by the Assistant Director Procurement and Commercial, all Tenders must be received through the Council's eProcurement System.
- 6.2. The Assistant Director Procurement and Commercial will be responsible for the verification of all Tenders and Quotations that have been submitted electronically through the eProcurement System.
- 6.3. Any Tender received after the date and time for its return cannot and must not be accepted. Late Bidders will be advised that their Tender has been rejected because it was received after the date and time scheduled for its return.

- 6.4. The Project Team and evaluators must not disclose the names of Bidders to any Council staff not involved in the procurement process.

7. EVALUATION AND AWARD OF CONTRACTS

- 7.1. The Project Team will take responsibility for the establishment of Evaluation Panels to evaluate of all Tenders received and the arrival of the final consensus scores.

- 7.2. In accordance with statutory requirements the confidentiality of Tenders and the identity of Bidders must be preserved at all times, and information about one Bidder's response must not be given to another Bidder. Where questions are received prior to the return of Tenders, then the Contract Officer shall anonymise both the question(s) and response(s) and forward to all Bidders for information, unless the questions are Bidder-specific.

- 7.3. The arithmetic in compliant Tenders must be checked. If arithmetical errors are found they should be notified to the Bidder, who should be requested explain the discrepancy. Such a discrepancy may, in certain circumstances, be acceptable. Officers should take advice from Legal Services where any discrepancy is identified.

- 7.4. Where the Tender recommended for acceptance is more than 10% below the estimate, the awarding report required in accordance with these CSOs shall explain the reasons for the difference and confirm that the supplier has provided written confirmation that they are able to fulfil the Contract for their tendered sum.

- 7.5. SLT Members shall ensure that submitted Tender prices or rates are compared with any pre-Tender estimates and that any discrepancies are examined and resolved satisfactorily. Details of correspondence needs to be kept on the project file, and this information needs to be recorded in decision award reports (to SLT Members, Cabinet Member Decisions or Cabinet Reports).

7.6. Framework Agreements

- 7.6.1 The PSR permits the Council to select further suppliers to become a party to a Framework Agreement and the Council must follow the Competitive Process to select such suppliers.

- 7.6.2 Where the Council enters into a Contract under a Framework Agreement, the Council must submit a notice of award of Contract.

7.7. Information requirements (regulation 24 of PSR) and Annual summary (regulation 25 of PSR)

- 7.7.1 The Council must keep a record of the following in accordance with regulation 24 of the PSR:

7.7.1.1 the name of any supplier to whom it awards a Contract;

7.7.1.2 The name of any supplier who is a party to a Framework Agreement;

- 7.7.1.3 The address of the registered office or principal place of business of each supplier referred to above;
 - 7.7.1.4 The decision-making process followed, including the identity of individuals making decisions;
 - 7.7.1.5 Where the Council has followed Direct Award Process C or the Most Suitable Provider Process, a description of the way in which the key criteria were taken into account and the basic selection criteria where assessment when making a decisions;
 - 7.7.1.6 Where the Council has followed the Competitive process, a description of the way in which the key criteria were taken into account, the basic selection criteria were assessment and Contract or Framework Agreement award criteria were evaluated when making a decision;
 - 7.7.1.7 The reasons for the decision made;
 - 7.7.1.8 Declared conflicts or potential conflicts of interest;
 - 7.7.1.9 How any conflicts or potential conflicts of interest were managed for each decision;
 - 7.7.1.10 Where procurement is abandoned, the date on which it is abandoned.
- 7.7.2 The Council must publish online on a publicly available website an annual summary of its activity for the provisions of Related Health Care Services as specifically detailed in regulation 25 of PSR.
- 7.7.3 Prior to awarding the Contract, the SLT Member will meet with legal and procurement.

Appendix 10: Report Templates

Report templates, the procurement strategy template, and the waiver form template are available on the Council's intranet (for internal use only): <https://officesharedservice.sharepoint.com/sites/Governance/SitePages/Reports.aspx#templates>

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Appendix 11: Notices

All notices under the PA 2023 must be published on the Central Digital Platform:

Name	Detail
Below Threshold Tender Notice	The notice is required where the Council invites Tenders to award a Notifiable Below-Threshold Contract
Contract Performance Notice	These are used to publish KPIs for Public Contracts which have an estimated value of over £5 million (inc. VAT) and recording information relating to particular breaches or failure to perform a Contract save for where it results in the Contract being terminated in full
Payment Compliance Notice	Publishing requirements on payment performance
Procurement Termination Notice	The notice will be used by the Council to inform the market they have decided to not proceed with a Tender where a Tender Notice or Transparency Notice has been published
Contract Termination Notice	The Council will use this notice to inform stakeholders that a Contract has been terminated and allow for scrutiny of this decision
Planned Procurement Notice	Optional – used to alert the market of future opportunities
Preliminary Market Engagement Notice	The Council can use this notice to invite suppliers to participate in advance engagement or notify the market that such engagement has taken place before the publication of a Tender Notice
Pipeline Notice	Used when the Contract is estimated to have a value of more than £2 million to give advance notice of this opportunity. Required where estimated spend on relevant Contracts is over £100 million in the coming financial year
Tender Notice	<ul style="list-style-type: none"> • Used to invite suppliers to submit a Tender in Open Procedures or for requests to participate in Competitive Flexible Procedures

	<ul style="list-style-type: none"> • The notice must be published alongside the Procurement Document Suite • For Below Threshold Tenders, there is a simplified Tender Notice
Dynamic Market Notice	<ul style="list-style-type: none"> • Used in relation to the Dynamic Market • Published at various times during the establishment or operation of the Dynamic Market
Transparency Notice	This notice must be published before awarding a Contract under direct award provisions to inform stakeholders of the decision and allow interested parties to scrutinise the grounds of award
Contract Award Notice	Used to alert the market to the fact that a decision to award a Contract has been made and the outcome of the Tender process (including whether all lots are being awarded). For most cases, the Contract Award Notice will start the Standstill Period
Contract Details Notice	The Council must publish a notice that it has entered into a Contract setting out information which is set out in detail in the Regulations. Different timescales apply for procurements – longer timescales where Light Touch Services
Contract Change Notice	The Council must publish this before modifying a Contract (see Part 2 of Appendix 6)

The relevant notices and communications to be issued by the Council for the purposes of the PSR are as follows:

Notice	Detail
<p>Notice of award under Direct Award Process A or B or award based on Framework Agreement without competition (Schedule 2 PSR)</p>	<ul style="list-style-type: none"> • A statement that an award has been made following Direct Award Process A or Direct Award Process B or a statement that the award is an award based on a Framework Agreement and made without competition. • Contract title and reference • Name and address of the registered office or principal place of business of the supplier to whom the Contract has been awarded • A description of the Relevant Health Care Services to which the Contract relates including the most relevant CPV codes • The lifetime value of the Contract, or where is not known, the amounts payable to the supplier under the Contract • Dates between which the Contract provides for the services to be provided • Details of the award decision makers • Any declared conflicts or potential conflicts and information as to how any conflict or potential conflicts were managed
<p>Intention to award to the existing supplier under Direct Award Process C (Schedule 3 PSR)</p>	<ul style="list-style-type: none"> • A statement that the Council is intending to award the Contract to an existing supplier following Direct Award Process C • Contract title and reference • Name and address of the registered office or principal place of business of the supplier to whom the Contract has been awarded • A description of the Relevant Health Care Services to which the Contract relates including the most relevant CPV codes

	<ul style="list-style-type: none"> • The approximate lifetime value of the Contract • Details of the award decision makers • A statement explaining the award decision-maker's reasons for selecting the chosen supplier, with reference to the key criteria • Any declared conflicts or potential conflicts and information as to how any conflict or potential conflicts were managed
<p>Notice following award under Direct Award Process C (Schedule 4 PSR)</p>	<ul style="list-style-type: none"> • A statement that an award has been made following Direct Award Process C • Contract title and reference • Name and address of the registered office or principal place of business of the supplier to whom the Contract has been awarded • A description of the Relevant Health Care Services to which the Contract relates including the most relevant CPV codes • The lifetime value of the Contract, or where is not known, the amount payable to the supplier under the Contract • Date between which the Contracts provides for the services to be provided • Details of the award decision makers • Any declared conflicts or potential conflicts and information as to how any conflict or potential conflicts were managed
<p>Notice of intention to follow the Most Suitable Provider Process (Schedule 5 PSR)</p>	<ul style="list-style-type: none"> • A statement that the Council is intending to follow the Most Suitable Provider Process to award a Contract • Contract title and reference • A description of the Relevant Health Care Services to which the Contract relates including the most relevant CPV codes

	<ul style="list-style-type: none"> • Details of the award decision makers
<p>Notice of intention to award to the chosen supplier under the Most Suitable Provider Process (Schedule 6 PSR)</p>	<ul style="list-style-type: none"> • A statement that the Council is intending to award the Contract to a supplier following the Most Suitable Provider Process • Contract title and reference • Name and address of the registered office or principal place of business of the supplier to whom the Contract has been awarded • A description of the Relevant Health Care Services to which the Contract relates including the most relevant CPV code • The approximate lifetime value of the Contract • Details of the award decision makers • A statement explaining the award decision-maker's reasons for selecting the chosen supplier, with reference to the key criteria • Any declared conflicts or potential conflicts and information as to how any conflict or potential conflicts were managed
<p>Notice following award under the Most Suitable Provider Process (Schedule 7 PSR)</p>	<ul style="list-style-type: none"> • A statement that an award has been made following the Most Suitable Provider Process • Contract title and reference • Name and address of the registered office or principal place of business of the supplier to whom the Contract has been awarded • A description of the Relevant Health Care Services to which the Contract relates including the most relevant CPV code • The lifetime value of the Contract • Dates between which the Contract provides for the services to be provided • Details of the award decision makers

	<ul style="list-style-type: none"> • Any declared conflicts or potential conflicts and information as to how any conflict or potential conflicts were managed
<p>Notice inviting offers (Schedule 8 PSR)</p>	<ul style="list-style-type: none"> • Contract or Framework Agreement title and reference • A description of the Relevant Health Care Services to which the Contract or Framework Agreement will relate, including the most relevant CPV code • The intended or estimated dates- <ul style="list-style-type: none"> (a) Between which the services must be provided and the duration of the Contract including potential extensions beyond the initial term; or (a) The term of the Framework Agreement • Approximate lifetime value of the Contract or Framework Agreement • Contract or Framework award criteria • Where the notice relates to a proposed Framework Agreement, the relevant authorities which will be able to use the Framework Agreement • A statement as to how offers must be made, which must be by electronic means • A statement as to how offers will be assessed, including whether the assessment will be in stages
<p>Communication to unsuccessful suppliers (Schedule 9 PSR)</p>	<ul style="list-style-type: none"> • Contract or Framework Agreement title and reference • Contract or Framework Agreement award criteria • Reasons why the successful supplier was successful

	<ul style="list-style-type: none"> • Reasons why the unsuccessful supplier was unsuccessful • Dates of the beginning and end of the period in which written representations may be made
<p>Notice of intention to make an award to the chosen supplier, or conclude a Framework Agreement with the chosen supplier, under the Competitive Process (Schedule 10 PSR)</p>	<ul style="list-style-type: none"> • A statement that the Council is intending to award a Contract to a supplier or conclude a Framework Agreement under the Competitive Process • Contract or Framework Agreement title and reference • Name and address of registered office or principal place of business of the supplier to whom a Contract is to be awarded or with whom the Framework Agreement is to be concluded • A description of the Relevant Health Care Services to which the Contract or Framework Agreement relates, including the most relevant CPV code • Where the notice relates to the conclusion of a Framework Agreement, the duration of the agreement and the relevant authorities which will be able to use the Framework Agreement • Approximate lifetime value of the Contract or Framework Agreement • Details of the decision-makers • A statement explaining the decisions-makers' reasons for selecting the chosen supplier, with reference to the key criteria • Any declared conflicts or potential conflicts and information as to how any conflict or potential conflicts were managed • Where appropriate, an indication whether a Framework Agreement was used.
<p>Notice following a competition under the Competitive Process (Schedule 11 PSR)</p>	<ul style="list-style-type: none"> • A statement that the award follows a competition under the Competitive Process

	<ul style="list-style-type: none"> • Contract or Framework Agreement title and reference • Name and address of registered office or principal place of business of the supplier to whom a Contract is to be awarded or with whom the Framework Agreement is to be concluded • A description of the Relevant Health Care Services to which the Contract or Framework Agreement relates, including the most relevant CPV code • Where the notice relates to the award of a Contract, the lifetime value of the Contract, or where it is not known, the amounts payable to the supplier under the Contract • Where the notice relates to the conclusion of a Framework Agreement, the duration of the Framework Agreement, the relevant authorities which will be able to use the Framework Agreement and the lifetime value of the Framework Agreement • Where the notice relates to the award of a Contract, the dates between which the Contract provides for the services to be provided • Details of the decision-makers • Any declared conflicts or potential conflicts and information as to how any conflict of potential conflicts were managed
<p>Notice of Contract or Framework Agreement modification (Schedule 12 PSR)</p>	<ul style="list-style-type: none"> • Contract or Framework Agreement title and reference • A description of the Relevant Health Care Services to which the Contract or Framework Agreement relates, including the most relevant CPV code • Effective date of the modification • A brief description of the modification

	<ul style="list-style-type: none"> • Any change in the lifetime value of the Contract or Framework Agreement • Any change in the term length of the Contract or Framework Agreement • Details of the decision-makers • Any declared conflicts or potential conflicts and information as to how any conflict or potential conflicts were managed
<p>Notice of urgent award (Schedule 13 PSR)</p>	<ul style="list-style-type: none"> • A statement that in the view of the Council the award was urgent • Contract title and reference • Name and address of registered office or principal place of business of the supplier to whom a Contract has been awarded • A description of the Relevant Health Care Services to which the Contract or Framework Agreement relates, including the most relevant CPV code • The lifetime value of the Contract, or where it is not known, the amounts payable to the supplier under the Contract • Dates between which the Contract provides for the services to be provided • The reasons for the dates referred to, if that period is greater than 12 months • Details of the decision-makers • Any declared conflicts or potential conflicts and information as to how any conflict or potential conflicts were managed • The reasons why regulation 14 applied
<p>Notice of urgent modification (Schedule 14 PSR)</p>	<ul style="list-style-type: none"> • A statement that in the view of the Council the modification was urgent • Contract title and reference • A description of the Relevant Health Care Services to which the

	<p>Contract relates, including the most relevant CPV code</p> <ul style="list-style-type: none"> • Effective date of the modification • The nature of the modification, including any change in Contract value or length of the Contract • Details of the decision-makers • Any declared conflicts or potential conflicts and information as to how any conflict or potential conflicts were managed • The reasons why regulation 14 applied
<p>Invitation to suppliers party to the Framework Agreement to submit an offer (Schedule 15 PSR)</p>	<ul style="list-style-type: none"> • A description of the Relevant Health Care Services to which the Contract relates, including the most relevant CPV code • The Contract award criteria • The intended or estimated dates between which the services must be provided and the duration of the Contract including potential extensions beyond the initial term • Approximate lifetime value of the Contract

London Borough of Hammersmith & Fulham

FINANCIAL REGULATIONS 2025

Authorised by:

Executive Director of Finance and Corporate Services (Section
151 Officer)
Sukvinder Kalsi

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1. Status of Financial Regulations

- 1.1 Financial regulations provide the framework for managing the council's financial affairs. They apply to every member and officer of the council and anyone acting on its behalf. The regulations apply to the control of both the General Fund finances (except for schools) and the Housing Revenue Account.
- 1.2 The Executive Director of Finance and Corporate Services is required to maintain and review the financial regulations and to request that any changes are approved by Full Council. The Executive Director of Finance and Corporate Services must also report, breaches of the financial regulations, where these occur, to the council.

2. Financial Management Roles and Responsibilities

- 2.1 A transparent framework of financial management responsibilities is essential to the effective management of the council's financial affairs.
- 2.2 Full Council is responsible for approving the council's overall policy framework and budget within which the Cabinet operates.
- 2.3 Cabinet is responsible for proposing the policy framework and budget to Full Council and discharging executive functions in accordance with it.
- 2.4 The Executive Director of Finance and Corporate Services has statutory and delegated duties in relation to the administration of the council's financial affairs and stewardship of financial assets including arrangements for financial planning, financial control, accounting, taxation, payment of creditors, income and debt, insurance, treasury management and management of pension and trust funds.
- 2.5 All officers are expected to exercise due care in relation to resources, assets, income and expenditure within their care and control and comply with these regulations and associated financial procedures and guidance, manage service delivery within agreed budgets and to ensure that the financial impact of all proposals are properly reflected in decision making reports.
- 2.6 The detailed financial roles and responsibilities of Full Council, Cabinet, Committees, Statutory Officers and Strategic Leadership Team (SLT) directors regarding the council's financial affairs are set out in **Appendix A**.

3. Financial Planning

- 3.1 Budgets enable the council to plan, authorise, monitor and control the way money is allocated and spent to achieve the council's objectives.
- 3.2 Full Council is responsible for agreeing the policy framework and budget, which will be recommended by the Cabinet. In terms of financial planning, the key elements are:
- the annual revenue budget and medium-term financial plan
 - the capital programme and strategy
 - the treasury management strategy.
- 3.3 It is unlawful for the Council to budget for a deficit, meaning that expenditure proposed to be incurred in a financial year should not exceed the resources available to it to meet that expenditure. Section 114 of the Local Government Finance Act 1988 requires the Executive Director of Finance and Corporate Services (as Section 151 Officer) to report to Full Council, Cabinet and the external auditor if the council or one of its officers has made, or is about to make, a decision which involves incurring unlawful expenditure.
- 3.4 The overall annual budget requirement and capital programme is recommended by the Cabinet and approved by Full Council. SLT directors and their budget managers are subsequently authorised to incur expenditure in accordance with the estimates that make up the budget.
- 3.5 To enable informed and transparent decision making, all Cabinet, Cabinet Member and Committee decision reports must incorporate a separate Finance Impact section which will be prepared by the departmental finance team and verified by the Director of Finance or his or her nominated deputies.

Budget format

- 3.6 The format of the budget will be approved by Full Council and recommended by the Cabinet on the advice of the Executive Director of Finance and Corporate Services. The budget will include the council's proposals regarding:
- council tax levels
 - investment in services, inflation and savings proposals
 - budget risks, reserves and balances
 - Equalities Impact Assessments.
- 3.7 The budget report will include a statement from the Executive Director of Finance and Corporate Services, under Section 25 of the Local Government Act 2003, regarding the adequacy of reserves and robustness of estimates.

Budget preparation

- 3.8 The Executive Director of Finance and Corporate Services is responsible for ensuring, after consultation and review by SLT, that a revenue budget is prepared on an annual basis, and a general revenue plan on a four-yearly

basis and presented for consideration to the Cabinet. Full Council may amend the budget recommended by Cabinet, or ask Cabinet to reconsider it, before approving it.

Budget monitoring and control

- 3.9 The Executive Director of Finance and Corporate Services is responsible for providing appropriate financial information to enable budgets to be monitored effectively and to report to the Cabinet on the overall position on a regular basis.
- 3.10 It is the responsibility of SLT directors to control income and expenditure within their area and to monitor performance. They should report on variances and mitigating actions within their own areas. They should also take any action necessary to avoid exceeding their budget allocation and alert the Executive Director of Finance and Corporate Services to any problems.

Resource allocation

- 3.11 The Executive Director of Finance and Corporate Services is responsible for developing and maintaining a resource allocation process that ensures due consideration of the Full Council's policy framework. SLT directors are authorised to implement their service spending plans in accordance with the recommendations of the budget report and the council's Contract Standing Orders, Financial Regulations, relevant Schemes of Delegation and to undertake any further consultation required (including the Equalities Impact Assessment).

Preparation of the capital programme

- 3.12 The Executive Director of Finance and Corporate Services is responsible for ensuring that a four-year rolling capital programme and capital strategy is prepared jointly with SLT directors. This must be submitted on an annual basis for consideration by Cabinet before approval by Full Council.
- 3.13 The Council is required by the CIPFA Prudential Code for Capital Finance (2017) to agree a capital strategy when developing the capital programme. The capital strategy sets out the long-term context in which capital investment decisions are made and the governance for those decisions. It supports the development of a capital programme that is affordable, prudent, and sustainable whilst giving due consideration to risk, reward and delivery of the council's business plan.
- 3.14 The Executive Director of Finance and Corporate Services is responsible for ensuring that all relevant prudential indicators (as set out in the CIPFA Prudential Code for Capital Finance) are taken account of within the capital programme. The Executive Director of Finance and Corporate Services is also responsible for ensuring that the capital programme informs the treasury management strategy and Minimum Revenue Provision policy.

Maintenance and use of reserves

- 3.15 It is the responsibility of the Executive Director of Finance and Corporate Services to advise the Cabinet and Full Council on prudent levels of reserves.
- 3.16 Any call on reserves will need to first be authorised by the Executive Director of Finance and Corporate Services, in consultation with the Chief Executive and Cabinet Member for Finance and Commercial Services and will be clearly identified in the Finance Impact section of the decision making report.
- 3.17 Further details on financial planning standards are set out in **Appendix B** to these regulations.

4. Managing Expenditure and the Scheme of Virement

In-year capital and revenue budget amendments

- 4.1 It may be necessary to amend the capital or revenue budget, previously approved by Full Council, during a financial year, because, for example:
 - a) The creation of income and expenditure budgets may be required following the receipt of any third-party funding not anticipated in the budget report, such as new specific grant funding.
 - b) Virements between budget heads within departments or between departments (which do not increase the council's overall net budget requirement) to allow for operational changes such as a restructuring of services or change in service demand.
 - c) Use of a contingency provision or reserve to address an urgent spending pressure or deliver a policy change.
- 4.2 Budget amendments made during the course of the year in respect of grant funding not anticipated in the budget report and that have no overall net budget impact on the Council's revenue budget or capital programme may be approved by the Executive Director of Finance and Corporate Services and will be reported in the next Cabinet monitoring report for revenue or capital. Any requirement for match funding without any provision in the approved revenue budget or capital programme will require approval in line with the scheme of virement.

Why is the scheme of virement important?

- 4.3 The scheme of virement is administered by the Executive Director of Finance and Corporate Services. It is intended to enable the Cabinet, SLT directors and their staff to manage budgets with a degree of flexibility within the limits set out within these regulations.
- 4.4 The virement scheme rules are set out in the Table 1.

Table 1: Scheme of virement - revenue and capital budgets in-year amendments

Threshold	Decision maker	Responsibility of the Executive Director of Finance and Corporate Services: authorisation, consultation, reporting
<p>Capital and Revenue – Unlimited</p> <p>Reallocation of approved budgets; system errors, technical accounting adjustments; coding changes within overall spending limits and reserves</p>	<p>Executive Director of Finance and Corporate Services / Assistant Director of Finance</p>	<p>Executive Director of Finance and Corporate Services/ Assistant Director of Finance</p>
<p>Below £100,000</p> <p>Virements between two or more departments</p>	<p>SLT directors</p>	<p>Executive Director of Finance and Corporate Services/ Assistant Director of Finance to authorise following a written request from the responsible SLT directors and comment if appropriate.</p>
<p>Below £100,000</p> <p>Virements within a department</p>	<p>SLT director</p>	<p>Executive Director of Finance and Corporate Services to be notified, approval is not required.</p>
<p>Between £100,000 and below £300,000</p> <p>Virements between two or more departments</p>	<p>Cabinet Members</p>	<p>Executive Director of Finance and Corporate Services to authorise in consultation with the Cabinet Member for Finance and Commercial Services.</p>
<p>Between £100,000 and below £300,000</p>	<p>Cabinet Member</p>	<p>Executive Director of Finance and Corporate Services to authorise in consultation with the</p>

Virements within a department		Cabinet Member for Finance and Commercial Services.
Between £300,000 and £20,000,000 (REVENUE)	Cabinet	Executive Director of Finance and Corporate Services to comment in Financial Impact section of decision report or include in Corporate Revenue Monitor.
Between £300,000 and £50,000,000 (CAPITAL)	Cabinet	Executive Director of Finance and Corporate Services to comment in Financial Impact section of decision report or include in Capital Monitor.
Above £20,000,000 (REVENUE) Above £50,000,000 (CAPITAL)	Full Council	Executive Director of Finance and Corporate Services to comment in Financial Impact section of decision report.
Government grant income and external funding – no threshold	Executive Director of Finance and Corporate Services – where matching income and expenditure budgets are required following the award of new specific grant or other external funding.	Executive Director of Finance and Corporate Services will report virements relating to grant income to Cabinet within the Corporate Revenue or Capital Monitoring reports.
New income opportunities up to £1,000,000 (gross)	Commercial Revenue Committee or Cabinet	Executive Director of Finance and Corporate Services to comment in Financial Impact section of decision report.
New Income opportunities between £1,000,000 and £20,000,000 (gross)	Cabinet	Executive Director of Finance and Corporate Services to comment in Financial Impact section of decision report.
S106 and Community Infrastructure Levy allocations	Executive Director of Finance and Corporate Services in consultation with the Chief Planning Officer, the Cabinet Member for the Economy and the Cabinet Member Finance and Commercial Services	

Use Financial Reserves	In line with thresholds above	Executive Director of Finance and Corporate Services to authorise any use of reserves, whatever value, in consultation with the Chief Executive and Cabinet Member for Finance and Commercial Services.
Use of Contingency Budgets	In line with thresholds above	Executive Director of Finance and Corporate Services to authorise any use of contingency budgets and report virements relating to contingency budget to Cabinet within the Corporate Revenue or Capital Monitoring reports.
Increase to borrowing requirements in respect of capital expenditure	In line with thresholds above	Executive Director of Finance and Corporate Services to authorise in consultation with the Cabinet Member for Finance and Commercial Services.

5. Financial Management and Accounting

Accounting policies

- 5.1 The Executive Director of Finance and Corporate Services is responsible for selecting appropriate accounting policies and ensuring that they are applied consistently.

Accounting records and returns

- 5.2 The Executive Director of Finance and Corporate Services is responsible for determining the accounting procedures and records for the council.

Annual statement of accounts

- 5.3 The Executive Director of Finance and Corporate Services is responsible for ensuring that the annual statement of accounts is prepared in accordance with the *Code of Practice on Local Authority Accounting in the United Kingdom: A Statement of Recommended Practice (CIPFA/LASAAC)*.
- 5.4 To facilitate the prompt closing of the statement of accounts a number of actions which normally require prior Cabinet approval, for example use of reserves, budget virements, level of bad debt provision etc will need to be made in advance of the Cabinet timetable and cycle.
- 5.5 Authority is delegated at the financial year-end to the Executive Director of Finance and Corporate Services, in consultation with the Cabinet Member for Finance and Commercial Services, to take the decisions necessary to close and publish the statement of accounts in line with the statutory deadline. This will include the treatment of year-end balances including any carry-forward and realignment of reserves. The revenue and capital outturn position, reflecting the outcome of these decisions, is reported to Cabinet.
- 5.6 Further details on financial management standards are set out in **Appendix C** to this report.

6. Risk Management and Internal Control

- 6.1 It is essential that robust, integrated systems are developed and maintained for identifying and evaluating all significant operational risks. This should include the proactive participation of all those associated with planning and delivering services.

Risk management

- 6.2 The Executive Director of Finance and Corporate Services is responsible for preparing the risk management strategy statement, for promoting it throughout the council.

- 6.3 Directors, managers and staff, through their departmental management teams, are responsible for identifying, assessing and taking action to manage risks and monitor, review and escalate these as necessary. SLT is responsible for reviewing and corporate risks and the risk management strategy statement. The Audit Committee is responsible for approving the council's risk management strategy statement and for reviewing the effectiveness of risk management.
- 6.4 Insurance cover protects the Council from financial claims arising from unforeseen events such as damage to property or injury to employees or the public. The Executive Director of Finance and Corporate Services is responsible for ensuring that proper insurance exists where appropriate and for negotiating claims with insurers. SLT directors must advise the Insurance Service of any change to their activities and any loss, liability or damage covered by insurance.

Internal control

- 6.5 Internal control refers to the systems of control devised by management to help ensure the council's objectives are achieved in a manner that promotes economical, efficient and effective use of resources and that the council's assets and interests are safeguarded.

Audit

- 6.6 The Accounts and Audit Regulations 2015 require every local authority to maintain an adequate and effective internal audit.
- 6.7 The Local Audit and Accountability Act 2014 requires relevant authorities to appoint a local auditor to audit its accounts for a financial year and allows the Public Sector Audit Appointments (PSAA) to appoint an auditor to relevant local government bodies that opt into its national scheme.
- 6.8 The Code of Audit Practice is prepared and maintained by the National Audit Office and sets out what local auditors are required to do to fulfil their statutory responsibilities including work on both the financial statements and value for money arrangements.
- 6.9 The council may, from time to time, be subject to audit, inspection or investigation by external bodies such as HM Revenue and Customs, who have statutory rights of access.

Preventing fraud and corruption

- 6.10 The Executive Director of Finance and Corporate Services is responsible for the development and maintenance of an anti-fraud and anti-corruption strategy and whistleblowing policy.

- 6.11 The Council has nominated the Audit Committee to be responsible for the effective scrutiny of anti-fraud arrangements and activities.

Assets

- 6.12 SLT directors should ensure that assets are properly recorded, maintained and securely held. Assets should be safeguarded from loss or harm, utilised effectively and disposals undertaken in a controlled manner. They should also ensure that contingency plans for the security of assets and continuity of service in the event of disaster or system failure are in place.

Treasury management

- 6.13 The council has adopted CIPFA's Code of Practice for Treasury Management in Local Authorities which ensure proper processes for investment of cash balances and borrowing.
- 6.14 Full Council is responsible for approving the annual treasury management strategy and Minimum Revenue Provision policy. The Executive Director of Finance and Corporate Services, as Section 151 officer, has delegated responsibility for implementing and monitoring the strategy.
- 6.15 All money in the hands of the council is controlled by the officer designated for the purposes of section 151 of the Local Government Act 1972, referred to in the code as the Chief Financial Officer (CFO), at Hammersmith & Fulham, the Executive Director of Finance and Corporate Services or in his or her absence, his or her deputies.
- 6.16 The Executive Director of Finance and Corporate Services is responsible for reporting to Cabinet the proposed treasury management strategy for the coming financial year at or before the start of each financial year.
- 6.17 All executive decisions on borrowing, investment or financing shall be delegated to the Executive Director of Finance and Corporate Services, who is required to act in accordance with CIPFA's Code of Practice for Treasury Management in Local Authorities.
- 6.18 Other than loans and investments made as part of the council's day to day treasury management and cash balances, loans made to third parties and interests acquired in companies, joint ventures or other enterprises (non-specified investments) will require the approval of Cabinet, following consultation with the Executive Director of Finance and Corporate Services.
- 6.19 The Executive Director of Finance and Corporate Services is responsible for reporting not less than two times in each financial year on the activities of the treasury management operation and on the exercise of his or her delegated treasury management powers. The council has nominated the Audit Committee to be responsible for the effective scrutiny of the treasury management strategy and policies.

Banking

- 6.20 The Executive Director of Finance and Corporate Services is responsible for the operation of the council's bank accounts and the opening or closing any bank account shall require the approval of the Executive Director of Finance and Corporate Services.
- 6.21 Further details on risk management and internal control are set out in **Appendix D**.

7. Systems and Procedures

7

- 7.1 The council's accounting system provides the main source of data for management and financial accounts and government returns. These records must comply with legislation and proper accounting practice ensuring information is complete and recorded accurately in a timely manner with errors detected promptly and rectified.
- 7.2 The Executive Director of Finance and Corporate Services is responsible for the operation of the accounting and other financial systems, the form of accounts and the supporting financial records and issuing relevant guidance. Sound systems and procedures are essential to an effective framework of accountability and control. The key roles and responsibilities are set out in **Appendix E**.
- 7.3 Any changes made by SLT directors to the existing financial systems or the establishment of new systems must be approved by the Executive Director of Finance and Corporate Services. However, SLT directors are responsible for the proper operation of financial processes in their own departments. Any changes to agreed procedures by SLT directors to meet their own specific service needs should be agreed with the Executive Director of Finance and Corporate Services.

Income and expenditure

- 7.4 It is the responsibility of SLT directors to ensure that a proper scheme of authorisation (delegation) has been established within their area and is operating effectively. The scheme of authorisation should identify staff authorised to act on the SLT director's behalf, or on behalf of Cabinet, in respect of payments, income collection and placing orders, together with the limits of their authority.
- 7.5 SLT directors, as advised by the Executive Director of Finance and Corporate Services, should put in place and appropriate charging policy and effective income collection systems to ensure that all income due is identified, collected, receipted and banked properly. Where possible SLT Directors should seek to obtain income in advance of supplying goods or services.

- 7.6 Debts should only be written off once all reasonable venues have been exhausted or where they are considered uneconomical to pursue. Any write offs shall be on accordance with the following authorities.

Table 2: write-off authorities

Limit (individual debts)	Decision-maker	Notification/ Reporting
£10,000	SLT Director	Assistant Director of Finance
£100,000	SLT Director and Head of Finance	Assistant Director of Finance
£300,000	Cabinet Member for Finance and Commercial Services	Cabinet via Corporate Revenue Monitor
Unlimited	Cabinet	Executive Director of Finance and Corporate Services via verification of the Finance Impact section of the decision report

- 7.7 SLT directors are responsible for recommending to the Executive Director of Finance and Corporate Services any debts that are to be written off and to keep a record of all sums written off up to the relevant approved limit. Write-offs that exceed the departmental approved limits must get approval in accordance with the limits set out in Table 2.
- 7.8 The council’s procedures, including the Contract Standing Orders and payments processes, help to ensure value for money is achieved when spending public money. The Executive Director of Finance and Corporate Services should ensure that the financial systems and procedures are sound and properly administered to ensure expenditure and commitments are properly recoded and authorised on the financial systems and suppliers are paid for the provision of their goods and services. SLT directors should ensure that purchases are properly recorded, authorised and receipted in line with those procedures on the council’s financial systems.

Payments to employees and members

- 7.9 The Director of Resources is responsible for all payments of salaries and wages to all staff, including payments for overtime, and for payment of allowances to members through the council’s payroll processes and the proper calculation of National Insurance, pension contributions, income tax and other deductions.
- 7.10 The Executive Director of Finance and Corporate Services is responsible for making emergency payments to staff in exceptional circumstances such as payroll failure.

- 7.11 SLT directors should ensure that appointments are made in accordance with council policy and that adequate budget provision is available. Directors should ensure that changes effecting pay are promptly recorded on the Hampshire Integrated Business Centre (IBC) system to ensure the accuracy of payroll expenditure.

Taxation

- 7.12 Effective systems are required to ensure tax liabilities and obligations are properly accounted for and reported and that losses, fines and penalties are avoided.
- 7.13 The Executive Director of Finance and Corporate Services is responsible for advising SLT directors on all taxation issues. SLT directors should seek advice on potential tax implications of any new initiatives (especially property acquisitions or sales) at the planning stage and comply with the guidance issued by the Executive Director of Finance and Corporate Services.
- 7.14 The Executive Director of Finance and Corporate Services is responsible for maintaining the council's tax records, making all tax payments, receiving tax credits and submitting tax returns by their due date as appropriate.

Trading accounts/ business units

- 7.15 It is the responsibility of the Executive Director of Finance and Corporate Services to advise on the establishment and operation of trading accounts and business units.

8. External arrangements

- 8.1 The local authority provides a distinctive leadership role for the community and brings together the contributions of the various stakeholders. It must also act to achieve the promotion or improvement of the economic, social or environmental well-being of its area.
- 8.1 Further details on systems and procedures are set out in **Appendix F** to this report.

Partnerships

- 8.1 In conjunction with the Chief Executive and the Director of Resources, the Executive Director of Finance and Corporate Services must also consider the overall corporate governance arrangements, risk and legal issues when arranging contracts with external bodies. All partnership governance arrangements must be underpinned by clear and well documented financial controls.

- 8.1 The Executive Director of Finance and Corporate Services must ensure that the accounting arrangements to be adopted relating to local authority trading companies, partnerships and joint ventures are satisfactory.
- 8.1 In conjunction with SLT directors, the Executive Director of Finance and Corporate Services must ensure that risks have been fully appraised before agreements are entered into with external bodies and that effective controls are in place to economy, efficiency and effectiveness.
- 8.1 Loans to any third parties, the establishment or acquisition of interests in companies, joint ventures or other enterprises (unspecified investments) will require the approval of Cabinet, following consultation with the Executive Director of Finance and Corporate Services to consideration of the business case.

External / grant funding

- 8.1 External funding is an important source of income but funding conditions must be considered before entry into any agreement is entered into.
- 8.1 It may be necessary to amend the capital or revenue budget during a financial year following the receipt of any third party funding not anticipated in the budget report. The Executive Director of Finance and Corporate Services or Assistant Executive Director of Finance and Corporate Services can approve the creation of income and expenditure budgets that do not increase the Council's approved net budget due to new external funding. These will be reported within the Corporate Revenue or Capital Monitoring reports to Cabinet.
- 8.1 The Executive Director of Finance and Corporate Services is responsible for ensuring that all funding notified by external bodies is received and properly recorded in the council's accounts.

Contracts with third parties/ trading

- 8.1 Cabinet and SLT directors are responsible for approving the contractual arrangements for any work for/ with third parties or external bodies in line with the Contract Standing Orders and the scheme of virement. New income opportunities up to £1m (gross) can be approved by the Commercial Revenue Committee.
- 8.1 The decision report for a new trading arrangement must include a business case including an assessment of the vires, risks and financial benefits and must include comment from the Executive Director of Finance and Corporate Services in Financial Impact section.

APPENDICES

APPENDIX A: ROLES AND RESPONSIBILITIES REGARDING THE COUNCIL'S FINANCIAL AFFAIRS

Full Council

- A.1 Full Council is responsible for approving the policy framework and budget within which Cabinet operates.

The Executive (Cabinet)

- A.2 Cabinet is responsible for proposing the policy framework and budget to Full Council, and for discharging executive functions in accordance with the policy framework and budget. Executive decisions can be delegated to a committee of Cabinet, an individual Cabinet member, an officer or a joint committee.
- A.3 Cabinet is responsible for establishing protocols to ensure that individual Cabinet members consult with relevant officers before taking a decision within his or her delegated authority. In doing so, the individual member must take account of legal and financial liabilities and risk management issues that may arise from the decision.

Committees of Cabinet

Policy and Accountability Committees

- A.4 The Policy and Accountability Committees are responsible for scrutinising Cabinet decisions before or after they have been implemented and for holding Cabinet to account. They are also responsible for making recommendations on future policy options and for reviewing the general policy and service delivery of the council.

Audit Committee

- A.5 The Audit Committee considers the council's annual accounts and audits, the council's risk management, and anti-fraud functions. It is an advisory body and reports to the full council. It has right of access to all the information it considers necessary and can consult directly with internal and external auditors. The committee is responsible for reviewing the external auditor's reports and the annual audit letter and internal audit's annual report.

Pension Fund Committee

- A.6 The Pension Fund Committee is responsible for the management of the Pension Fund, exercising the powers and duties of the council in relation to its functions as Administering Authority of the London Borough of Hammersmith and Fulham Pension Fund.

Standards Committee

- A.7 The Standards Committee is established by the Full Council and is responsible for promoting and maintaining high standards of conduct (including financial conduct) amongst councillors.

Commercial Revenue Committee

- A.8 The Commercial Revenue Committee has the power to approve new income opportunities and income generating business cases with a value of up to £1m.

The Statutory Officers

The Chief Executive (Head of Paid Service)

- A.9 The Chief Executive (as Head of Paid Service) is responsible for the corporate and overall strategic management of the council as a whole. He or she must report to and provide information for Cabinet, the Full Council, the policy and accountability committees and other committees. He or she is responsible for establishing a framework for management direction, style and standards and for monitoring the performance of the organisation. The Chief Executive is also responsible, together with the monitoring officer, for the system of record keeping in relation to all the Full Council's decisions (see below).

The Director of Resources (Monitoring Officer)

- A.10 The Monitoring Officer is responsible for promoting and maintaining high standards of financial conduct and therefore provides support to the Standards Committee. The monitoring officer is also responsible for reporting any actual or potential breaches of the law or maladministration to the full council and/or to Cabinet, and for ensuring that procedures for recording and reporting key decisions are operating effectively.
- A.11 The monitoring officer must ensure that Cabinet decisions and the reasons for them are made public. He or she must also ensure that council members are aware of decisions made by Cabinet and of those made by officers who have delegated executive responsibility. The monitoring officer is responsible for advising all councillors and officers about who has authority to take a particular decision.
- A.12 The monitoring officer is responsible for advising Cabinet or Full Council about whether a decision is likely to be considered contrary or not wholly in accordance with the policy framework.
- A.13 The monitoring officer (together with the Executive Director of Finance and Corporate Services) is responsible for advising Cabinet or Full Council about whether a decision is likely to be considered contrary or not wholly in accordance with the budget. Actions that may be 'contrary to the budget' include:

- initiating a new policy
- committing expenditure in future years to above the budget level
- incurring interdepartmental transfers above virement limits
- causing the total expenditure financed from council tax, grants and corporately held reserves to increase, or to increase by more than a specified amount.

A.14 The monitoring officer is responsible for maintaining an up-to-date constitution.

Executive Director of Finance and Corporate Services (Chief Finance Officer/ Section 151 Officer)

A.15 The Executive Director of Finance and Corporate Services ¹ has statutory and delegated duties in relation to the financial administration and stewardship of the council. The statutory responsibilities cannot be overridden. The statutory duties arise from:

- Section 151 of the Local Government Act 1972
- The Local Government Finance Act 1988
- The Local Government and Housing Act 1989
- The Accounts and Audit Regulations 2015
- The Local Government Pension Scheme Regulations 2013
- The Local Government Pension Scheme Regulations (Management and Investment of Funds) 2016
- Public Service Pensions Act 2013
- The Local Authorities Goods and Services Act 1970
- The Local Government Acts 2000 and 2003
- The Localism Act 2011.

A.16 The Executive Director of Finance and Corporate Services is responsible for:

- the proper administration of the council's financial affairs, including all arrangements concerning financial planning, financial control, accounting, taxation, income, debt management, insurance, investments, banking, bonds, loans, leading, borrowing, trust and pension funds, payment of creditors, salaries, wages and pensions
- setting and monitoring compliance with financial management standards, financial procedures and financial regulations
- preparing the revenue budget and capital programme
- ensuring accurate and timely financial information to enable effective budget monitoring and reporting and that effective action is taken to address variances
- advising on key financial controls necessary to secure sound financial management and decision making and to ensure that public funds and assets are properly safeguarded and used economically, efficiently and effectively

¹ See A Statement on the Role of the Executive Director of Finance and Corporate Services in Local Government (CIPFA, 1999)

- maintaining and adequate and effective internal audit function and effective anti-fraud and corruption strategy
- preparing the council's risk management strategy and advising on the management of strategic, financial and operational risks
- preparing the council's annual statement of accounts and governance statement in accordance with the applicable codes of practice and legislative requirements
- preparing and implementing the treasury management strategy, including monitoring and reporting prudential indicators
- managing pension fund investments
- advising on risks and financial implications associated with joint working, external funding and trading opportunities.

A.17 Section 114 of the Local Government Finance Act 1988 requires the Executive Director of Finance and Corporate Services to report to the Full Council, Cabinet and external auditor if the council or one of its officers:

- has made, or is about to make, a decision which involves incurring unlawful expenditure
- has taken, or is about to take, an unlawful action which has resulted or would result in a loss or deficiency to the council
- is about to make an unlawful entry in the council's accounts.

A.18 Section 114 also requires:

- the Executive Director of Finance and Corporate Services to nominate a properly qualified member of staff to deputise should he or she be unable to perform the duties under section 114 personally
- the council to provide the Executive Director of Finance and Corporate Services with sufficient staff, accommodation and other resources – including legal advice where this is necessary – to carry out the duties under section 114.

A.19 The Executive Director of Finance and Corporate Services may allocate his or her day-to-day responsibilities to an appropriate officer.

Strategic Leadership Team (SLT)

A.20 SLT provide strategic direction and leadership to the organisation as managed by the Chief Executive.

A.21 SLT's agenda includes:

- any reports which set or review strategy affecting more than one service² and which will have an impact beyond the current year;
- at least quarterly revenue and capital budget monitor;
- progress reports on H&F vision, annual delivery plan, S106 allocation etc.;
- space for strategic thinking and discussion;
- taking forward the budget strategy and capital programme.

² Inclusion of single service strategies to be based on judgement on wider impact beyond that service.

SLT directors

A.22 Whilst the Executive Director of Finance and Corporate Services has overall responsibility for the finances of the council, SLT directors and their budget managers are responsible for the management of their departments.

Responsibilities relating to financial management include:

- Ensuring that all staff in their services are aware of the existence and content of the council's Financial Regulations and other internal regulatory documents and strategies and that they comply with them. They must also ensure that managers and staff are aware of these policies and know how to access them.
- Ensuring compliance with the financial management standards set by the Executive Director of Finance and Corporate Services in their services and to monitor adherence to the standards and practices, liaising as necessary with the Executive Director of Finance and Corporate Services.
- Maintaining sound systems of financial controls, ensuring all financial transactions are recorded in the council's finance system and system controls are followed.
- Ensuring prompt billing and collection of income.
- Ensuring that Cabinet members are advised of the financial implications of all proposals and that the financial impact has been agreed by the Executive Director of Finance and Corporate Services.
- Managing service delivery and containing expenditure within agreed revenue and capital budgets.
- Approving contracts on behalf of the council in line with the Contract Standing Orders and approved budgets.
- Ensuring proper security and safe custody of assets under their control.
- Ensuring that the risks and financial implications associated with joint working, external funding and trading opportunities are properly evaluated and not entered without necessary approvals.
- Ensuring authorities are operated in accordance with delegated limits and written records of decisions are maintained.

A.23 It is the responsibility of SLT Directors to consult with the Executive Director of Finance and Corporate Services and seek approval on any matter liable to affect the council's finances materially, before any commitments are incurred.

APPENDIX B: FINANCIAL PLANNING

BUDGET PREPARATION AND BUSINESS PLANNING

- B.1 The budget represents the expression in financial terms of the council's policies and constitute a statement of intent against which judgements can be formed. Budgets are needed to enable the council to plan, authorise, monitor and control the way money is allocated and spent.
- B.2 The Executive Director of Finance and Corporate Services in consultation with each SLT Director must prepare a revenue budget for scrutiny prior to consideration by Cabinet and approval by Full Council. SLT directors may then spend within the amounts shown in the relevant budgets as long as the spending relates to the Council's existing policies. It is illegal for the council to budget for a deficit.
- B.3 The Executive Director of Finance and Corporate Services must collate capital estimates jointly with SLT Directors to submit them as a capital programme to Full Council. Capital expenditure involves acquiring or enhancing property, plant and equipment which will have a long term value to the council.
- B.4 To enable informed and transparent decision making, all Cabinet, Cabinet Member and Committee decision reports must incorporate a separate Finance Impact section which will be prepared by the departmental finance team and verified by the Executive Director of Finance and Corporate Services, or his or her nominated deputies. This section will identify costs, funding (including approved budget provision), level of savings, future commitments, financial risks and tax implications.

FORMAT OF THE BUDGET

- B.5 The format of the budget determines the level of detail to which financial control and management will be exercised. The format shapes how the rules around virement operate, the operation of cash limits and sets the level at which funds may be reallocated within budgets.

Key controls

- B.6 The key controls for the budget format are:
- the format complies with all legal requirements
 - the format complies with CIPFA's Service Reporting Code of Practice
 - the format reflects the accountabilities of service delivery.

Responsibilities of the Executive Director of Finance and Corporate Services

- B.7 To advise Cabinet on the format of the budget that is approved by the Full Council.

- B.8 To ensure that estimates are accurately reflected on the Council's financial system (by 1 April or as soon as possible thereafter).

Responsibilities of SLT directors

- B.9 To comply with budgeting guidance provided by the Executive Director of Finance and Corporate Services.

REVENUE BUDGET PREPARATION AND MEDIUM-TERM FINANCIAL STRATEGY (MTFS)

- B.10 The revenue budget strategy or medium-term financial strategy (MTFS) approved by Full Council, sets out the Council's financial plan over four years with the revenue budget in year one, including:
- the way in which corporate priorities are considered as part of the Council's revenue budget process;
 - the level of balances and reserves as approved by the Executive Director of Finance and Corporate Services
 - the management of financial risks.
- B.11 The revenue budget will be recommended by Cabinet to Full Council for approval by the start of each financial year. The revenue budget must be constructed so as to ensure that resource allocation properly reflects the service plans and priorities of the council. It is a legal requirement that the annual budget put forward to Full Council for approval is balanced and not in deficit.
- B.12 The Council's MTFS involves a planning cycle in which managers develop their own plans. As each year passes, another future year will be added to the MTFS. This ensures that the council is always preparing for events in advance.

Key controls

- B.13 The key controls for budgets and medium-term planning are:
- budget approval for all expenditure
 - budget managers are consulted in the preparation of the budgets for which they will be held responsible and accept accountability for their budgets and the level of service to be delivered
 - a monitoring process is in place to review the effectiveness and operation of budget preparation and to ensure that any corrective action is taken.

Responsibilities of the Executive Director of Finance and Corporate Services

- B.14 To prepare and submit reports on budget prospects for Cabinet, including resource constraints set by the Government. Reports should take account of medium-term prospects, where appropriate.

- B.15 To determine the detailed form of revenue estimates and the methods for their preparation, consistent with the budget approved by the Full Council, and after consultation with the Cabinet and SLT directors.
- B.16 To prepare and submit reports to the Cabinet on the aggregate spending plans of departments and on the resources available to fund them, identifying, where appropriate, the implications for the level of council tax to be levied.
- B.17 To advise on the medium-term implications of spending decisions.
- B.18 To encourage the best use of resources and value for money by working with SLT directors to identify opportunities to improve economy, efficiency and effectiveness, and by encouraging good practice in conducting financial appraisals of development or savings options, and in developing financial aspects of service planning.
- B.19 To advise the Full Council on Cabinet proposals in accordance with his or her responsibilities under section 151 of the Local Government Act 1972.

Responsibilities of SLT Directors

- B.20 To prepare estimates of income and expenditure, in consultation with the Executive Director of Finance and Corporate Services to be submitted to Cabinet.
- B.21 To prepare budgets that are consistent with any cash limits, with the council's annual budget cycle and with guidelines issued by Cabinet. The format should be prescribed by the Executive Director of Finance and Corporate Services in accordance with the Full Council's general directions.
- B.22 To integrate financial and budget plans into service planning, so that budget plans can be supported by financial and non-financial performance measures.
- B.23 In consultation with the Executive Director of Finance and Corporate Services and in accordance with the guidance and timetable, to prepare detailed draft revenue and capital budgets for consideration by the appropriate committee.
- B.24 When drawing up draft budget requirements, to have regard to:
- spending patterns and pressures revealed through the budget monitoring process
 - legal requirements
 - policy requirements as defined by the Full Council in the approved policy framework
 - initiatives already under way.

REVENUE BUDGET MONITORING AND CONTROL

- B.25 Budget management ensures that once the budget has been approved by the Full Council, resources allocated are used for their intended purposes and are properly accounted for. The approval of the budget and estimates constitutes

authority to incur expenditure. Budgetary control is a continuous process, enabling the review and adjustment of budgets during the financial year. It also provides the mechanism that calls managers to account for the elements of the budget for which they are responsible.

- B.26 Budget holders, supported by finance officers, identify changes in trends and resource requirements and are held to account for variances against budgets. The council operates within an annual cash budget approved by Full Council. To ensure that the council does not overspend, each service is required to manage its own expenditure within the cash-limited budget allocated to it. Any forecast revenue overspends or income shortfalls should be mitigated by compensating underspends or over achievement of income elsewhere.
- B.27 A budget is normally the planned income and expenditure for a service. Budget responsibility should be aligned as closely as possible to the decision-making that commits expenditure.

Key controls

- B.28 The key controls for managing and controlling the revenue budget are:
- there is a nominated budget manager for each cost centre
 - budget managers are responsible only for income and expenditure that they can influence
 - budget managers accept accountability for their budgets and the level of service to be delivered and understand their financial responsibilities
 - budget managers follow an approved authorisation process for all expenditure
 - income and expenditure are properly recorded and accounted for
 - performance levels/ levels of service are monitored in conjunction with the budget and necessary action is taken to align service outputs and budget.

Responsibilities of the Executive Director of Finance and Corporate Services

- B.29 To establish an appropriate framework of budgetary management and control that ensures that:
- budget management is exercised within annual cash limits
 - each SLT director has timely information on income and expenditure which is sufficiently detailed to enable managers to fulfil their budgetary responsibilities
 - expenditure is recorded on the financial systems and committed only against an approved budget head
 - all officers responsible for committing expenditure comply with guidance and the financial regulations
 - each cost centre has a single named manager, determined by the relevant SLT director
 - significant variances from approved budgets are investigated and reported by budget managers regularly.

- B.30 To administer the scheme of virement.
- B.31 To prepare and submit reports to the Cabinet on the forecast income and expenditure compared with the budget on a regular basis.

Responsibilities of SLT directors

- B.32 To maintain budgetary control within their departments and to ensure that all income and expenditure is properly recorded and accounted for.
- B.33 To ensure that an accountable budget manager is identified for each area of income and expenditure under the control of the SLT director (grouped together in a series of cost centres).
- B.34 To ensure that spending remains within the service's overall cash limit, and that individual budget heads are not overspent, by monitoring the budget and taking appropriate corrective action where significant variations from the approved budget are forecast.
- B.35 To ensure that a monitoring process is in place to review performance levels/ levels of service in conjunction with the budget and is operating effectively.
- B.36 To prepare and submit to the Cabinet reports on the department's forecast expenditure compared with its budget, and financial risks, in consultation with the Executive Director of Finance and Corporate Services.
- B.37 To ensure prior approval by the Full Council or Cabinet (as appropriate) for new proposals that:
- create financial commitments in future years
 - change existing policies, initiate new policies or cease existing policies
 - materially extend or reduce services.
- B.38 To ensure compliance with the scheme of virement.
- B.39 To agree with the relevant SLT director where it appears that a budget proposal, including a virement proposal, may impact materially on another service area or SLT director's level of service activity.

RESOURCE ALLOCATION

- B.40 A mismatch often exists between available resources and required resources. It is important that spending plans are carefully prioritised and resources are fairly allocated to fulfil all legal responsibilities. Resources may include staff, money, equipment, goods and materials.

Key controls

- B.41 The key controls for resource allocation are:
- resources are acquired in accordance with the law and using an approved authorisation process

- resources are used only for the purpose intended, to achieve the approved policies and objectives and are properly accounted for
- resources are securely held for use when required
- resources are used with the minimum level of waste, inefficiency or loss for other reasons.

Responsibilities of the Executive Director of Finance and Corporate Services

B.42 To advise on methods available for the funding of resources, such as grants and borrowing requirements.

B.43 To assist in the allocation of resources to budget managers.

Responsibilities of SLT Directors

B.44 To work within budget limits and to utilise resources allocated, and further allocate resources, in the most efficient, effective and economic way.

B.45 To identify opportunities to minimise or eliminate resource requirements or consumption without having a detrimental effect on service delivery.

CAPITAL PROGRAMME

B.46 Capital expenditure involves acquiring or enhancing assets with a long-term value to the council, such as land, buildings, and major items of plant, equipment or vehicles. Capital assets shape the way services are delivered in the long term and create financial commitments for the future in the form of financing costs and revenue running costs.

B.47 The council is required to comply with the CIPFA Prudential Code for Capital Finance in Local Government (2017) when agreeing its financing capacity. This means that a capital strategy is required that sets out the long-term context in which capital investment decisions are made and the governance for those decisions. The strategy supports the development of a capital programme that is affordable, prudent, and sustainable whilst giving due consideration to risk and reward and delivery of the Council's business plan.

Key controls

B.48 The key controls for the capital programme are:

- Approval by the Full Council for the programme of capital expenditure and capital strategy.
- The setting, and monitoring of the capital programme must pay due regard to the relevant prudential indicators regarding affordability; prudence and sustainability; value for money; stewardship of assets.
- The presentation of regular monitoring reports to Cabinet.
- Approval and expenditure on capital schemes needs to comply with the Council's guidance on being ruthlessly financial efficient.

- Amendments and additions to the capital programme must be made in accordance with the scheme of virement.
- Proposals for improvements and alterations to buildings must be approved by the appropriate SLT directors.
- Schedules for individual schemes within the overall budget approved by the Full Council must be submitted to the relevant decision maker for approval.
- The development and implementation of asset management plans.
- Accountability for each proposal is accepted by a named project manager.
- Monitoring of progress including expenditure against approved budget.

Responsibilities of the Executive Director of Finance and Corporate Services

- B.49 To prepare, jointly with SLT directors, an annual four-year rolling capital programme and capital strategy for consideration by Cabinet before approval by Full Council including expenditure and sources of funding.
- B.50 To prepare and submit reports to Cabinet on the projected income, expenditure and resources compared with the approved estimates.
- B.51 To issue and monitor compliance with guidance concerning capital schemes and controls, for example, on business case requirements and project appraisal techniques and other project/ programme management requirements.
- B.52 To ensure revenue implication of the programme are included within the revenue budgets and MTFS.
- B.53 To ensure any schemes requiring in-year approval are approved in line with the scheme of virement.

Responsibilities of SLT Directors

- B.54 To comply with guidance concerning capital schemes and controls issued by the Executive Director of Finance and Corporate Services.
- B.55 To ensure that all capital proposals have undergone a project appraisal and established a business case in accordance with guidance issued by the Executive Director of Finance and Corporate Services.
- B.56 To undertake robust financial management of the project and prepare quarterly forecast of schemes in the approved capital programme for submission to the Executive Director of Finance and Corporate Services. Approval for forecast overspends should be requested at the earliest opportunity.
- B.57 To ensure that adequate records are maintained for all capital contracts.

- B.58 To proceed with projects only when there is adequate provision in the capital programme.
- B.59 To prepare and submit reports, jointly with the Executive Director of Finance and Corporate Services, to Cabinet, on completion of all projects where the final expenditure exceeds the approved contract sum and set out what action was taken to maintain expenditure within budget.
- B.60 To ensure that credit arrangements, such as leasing agreements, are not entered into without the prior approval of the Executive Director of Finance and Corporate Services and, if applicable, approval of the scheme through the capital programme.
- B.61 To consult with the Executive Director of Finance and Corporate Services where the SLT director proposes to bid for additional government grant to support expenditure that has not been included in the current year's capital programme.

MAINTENANCE AND USE OF RESERVES

- B.62 The council must decide the level of general reserves it wishes to maintain before it can decide the level of council tax. Reserves are maintained as a matter of prudence. They enable the council to provide for unexpected events and thereby protect it from overspending, should such events occur. Reserves for specific purposes may also be maintained, such as to fund transformation.

Key controls

- B.63 To maintain reserves in accordance with the Code of Practice on Local Accounting in the United Kingdom: A Statement of Recommended Practice (CIPFA/LASAAC) and agreed accounting policies.
- B.64 For each reserve established, the purpose, usage and basis of transactions should be clearly identified.
- B.65 Any requests for use of reserves must be made by the appropriate SLT director in consultation with the Chief Executive, the Executive Director of Finance and Corporate Services and the Cabinet Member for Finance and Commercial Services.
- B.66 A reserves strategy is approved by the Cabinet with regular monitoring updates and agreement of relevant action plans.

Responsibilities of the Executive Director of Finance and Corporate Services

- B.67 To advise Cabinet and/or the Full Council on prudent levels of reserves for the council and to take account of the advice of the external auditor in this matter.
- B.68 To present a reserves strategy to the Cabinet, as necessary.

- B.69 To present regular monitoring updates on the level of reserves to Cabinet and implement agreed action plans.

Responsibilities of SLT directors

- B.70 To ensure that reserves are used only for the purposes for which they were intended.

MANAGING EXPENDITURE AND SCHEME OF VIREMENT

- B.71 The terms virement refers to transfers of budgets between or within cost centres. They are used for specific circumstances and can relate to transfers within a department (between expenditure types or between services) or between departments (such as in the case of a corporate restructure or transfer of responsibility for services) or use of centrally held budgets including contingency or reserves.

Key controls

- B.72 The scheme is administered by the Executive Director of Finance and Corporate Services within guidelines set by Full Council in the financial regulations. Any variation from this scheme requires the approval of the Full Council.
- B.73 SLT directors are expected to manage their budgets responsibly and prudently. For example, they should avoid funding recurring expenditure from one-off savings / income, or creating future commitments, including full-year effects of decisions made part way through a year, for which they have not identified future resources.
- B.74 Any call on reserves will need to first be agreed by the Executive Director of Finance and Corporate Services in consultation with the Chief Executive and Cabinet Member for Finance and Commercial Services.

Responsibilities of the Executive Director of Finance and Corporate Services

- B.75 To control and administer the scheme of virement in line with these regulations.
- B.76 To record approved virements (whether permanent or temporary) on the council's financial systems and report these in monitoring reports to Cabinet.

Responsibilities of SLT directors

- B.77 To ensure all proposed virements comply with these regulations.
- B.78 To notify the Executive Director of Finance and Corporate Services of all proposed virements.

APPENDIX C: FINANCIAL MANAGEMENT

FINANCIAL MANAGEMENT AND ACCOUNTING

- C.1 Financial Management covers all financial accountabilities in relation to the running of the council, including the policy framework and budget.
- C.2 All staff and members have a duty to abide by the highest standards of probity in dealing with financial issues. This is facilitated by ensuring everyone is clear about the standards to which they are working and the controls that are in place to ensure that these standards are met.

Key Controls

- C.3 The key controls and control objectives for financial management standards are:
- their promotion throughout the council
 - a monitoring system to review compliance with financial standards, and regular comparisons of performance indicators and benchmark standards that are reported to Cabinet and Full Council.

Responsibilities of the Executive Director of Finance and Corporate Services

- C.4 To ensure the proper administration of the financial affairs of the council.
- C.5 To set the financial management standards and to monitor compliance with them.
- C.6 To ensure proper professional practices are adhered to and to act as head of profession in relation to the standards, performance and development of finance staff throughout the council.
- C.7 To advise on the key strategic controls necessary to secure sound financial management.
- C.8 To ensure that financial information is available to enable accurate and timely monitoring and reporting of comparisons of national and local financial performance indicators.

Responsibilities of SLT Directors

- C.9 To promote the financial management standards set by the Executive Director of Finance and Corporate Services in their departments and to monitor adherence to the standards and practices, liaising as necessary with the Executive Director of Finance and Corporate Services.
- C.10 To promote sound financial practices in relation to the standards, performance and development of staff in their departments.

TREATMENT OF YEAR-END BALANCES

- C.11 The Executive Director of Finance and Corporate Services is responsible for final carry forward of any under- and over-spending on budget headings and any realignment of reserves as part of the accounts closure process and reporting these to Cabinet.

Key controls

- C.12 Appropriate accounting procedures are in operation to ensure that carried-forward totals are correct.

Responsibilities of the Executive Director of Finance and Corporate Services

- C.13 To administer the scheme of carry-forward:
- To consider the year-end treatment of departmental underspends and overspends to taking account of the Council's overall budget strategy (revenue and capital) and financial performance.
 - To ensure any carry forward shall not exceed the net total departmental underspending for the year and will not be carried forward whatsoever in the event of net departmental overspend at the year end.
 - In the event of net council overspending not to carry forward any departmental underspends.
 - To report all year-end overspends and underspends to Cabinet in the outturn report.

Responsibilities of SLT Directors

- C.14 Net underspends on service estimates under the control of the director must be used in the first instance to offset any overspendings under their control. In exceptional cases, directors may make an application to the Executive Director of Finance and Corporate Services for the carry forward of underspends.
- C.15 All internal business unit surpluses shall be retained for the benefit of the council.

Responsibilities of Schools

- C.16 Schools may carry-forward surplus balances from one financial year to the next. Schools may also carry forward deficit balances which will be deducted from the school's budget share in the following financial year at the discretion of the Local Authority. Schools budget plans must include provision to recover any deficit from the previous year.
- C.17 Schools may not plan for a budget deficit except in exceptional circumstances. A school that wishes to operate a deficit will be required to obtain in advance the agreement of the Director of Children's Services and the Executive Director of Finance and Corporate Services. The Director of Children's Services and

Executive Director of Finance and Corporate Services shall jointly have the authority to agree a licensed deficit of £50,000 or less. Deficits above this level require the prior approval of members, in line with the Scheme of Delegation. Proposals shall be accompanied by a detailed plan setting out how the arrangement is to be accommodated as the first call on the next year's budget share.

ACCOUNTING POLICIES

- C.18 The Executive Director of Finance and Corporate Services is responsible for the preparation of the council's statement of accounts, in accordance with proper practices as set out in the format required by the *Code of Practice on Local Authority Accounting in the United Kingdom: A Statement of Recommended Practice* (CIPFA/LASAAC), for each financial year ending 31 March.

Key controls

- C.19 The key controls for accounting policies are:
- systems of internal control are in place that ensure that financial transactions are lawful
 - suitable accounting policies are selected and applied consistently
 - proper accounting records are maintained
 - financial statements are prepared which give a true and fair view of financial position of the council and its expenditure and income.

Responsibilities of the Executive Director of Finance and Corporate Services

- C.20 To select suitable accounting policies and to ensure that they are applied consistently. The accounting policies are set out in the statement of accounts, which is prepared at 31 March each year and covers such items as:
- separate accounts for capital and revenue transactions
 - the basis on which debtors and creditors at year end are included in the accounts
 - details on substantial provisions and reserves
 - property, plant and equipment
 - depreciation
 - capital charges
 - stocks
 - accounting for value added tax
 - government grants
 - leasing
 - pensions.

Responsibilities of SLT Directors

- C.21 To adhere to the accounting policies and guidelines approved by the Executive Director of Finance and Corporate Services.

ACCOUNTING RECORDS AND RETURNS

C.22 Maintaining proper accounting records is one of the ways in which the Council discharges its responsibility for stewardship of public resources. The Council has a statutory responsibility to prepare its annual accounts to give a true and fair view of its operations during the year. These are subject to external audit. This audit provides assurance that the accounts are prepared properly, that proper accounting practices have been followed and that arrangements have been made for securing economy, efficiency and effectiveness in the use of the council's resources.

Key controls

- C.23 The key controls for accounting records and returns are:
- all Cabinet members, finance staff and budget managers operate within the required accounting standards and timetables
 - all the council's transactions, material commitments and contracts and other essential accounting information are recorded completely, accurately and on a timely basis
 - procedures are in place to enable accounting records to be reconstituted in the event of systems failure
 - reconciliation procedures are carried out to ensure transactions are correctly recorded
 - prime documents are retained in accordance with legislative and other requirements.

Responsibilities of the Executive Director of Finance and Corporate Services

- C.24 To determine the accounting procedures and records for the council. Where these are maintained outside the finance department, the Executive Director of Finance and Corporate Services should consult the SLT directors concerned.
- C.25 To arrange for the compilation of all accounts and accounting records under his or her direction.
- C.26 To comply with the following principles when allocating accounting duties:
- separating the duties of providing information about sums due to or from the council and calculating, checking and recording these sums from the duty of collecting or disbursing them
 - employees with the duty of examining or checking the accounts of cash transactions must not themselves be engaged in these transactions.
- C.27 To make proper arrangements for the audit of the council's accounts in accordance with the Local Audit and Accountability Act 2014.
- C.28 To ensure that all claims for funds including grants are made by the due date.

- C.29 To prepare and publish the audited accounts of the council for each financial year, in accordance with the statutory timetable.
- C.30 To administer the council's arrangements for under- and overspendings to be carried forward to the following financial year.
- C.31 To ensure the proper retention of financial documents in accordance with the requirements set out in the council's document retention schedule.

Responsibilities of SLT directors

- C.33 To consult and obtain the approval of the Executive Director of Finance and Corporate Services before making any changes to accounting records and procedures.
- C.34 To maintain adequate records to provide a management trail leading from the source of income/expenditure through to the accounting statements.
- C.35 To supply information required to enable the statement of accounts to be completed in accordance with guidelines issued by the Executive Director of Finance and Corporate Services.

THE ANNUAL STATEMENT OF ACCOUNTS

- C.36 The council has a statutory responsibility to prepare its own accounts that give a true and fair view of its operations during the year. The Audit and Pensions Committee is responsible for approving the statutory annual statement of accounts.

Key controls

- C.37 The key controls for the annual statement of accounts are:
- the council is required to make arrangements for the proper administration of its financial affairs and to secure that one of its officers has the responsibility for the administration of these affairs. In this council, that officer is the Executive Director of Finance and Corporate Services.
 - the council's statement of accounts must be prepared in accordance with proper practices as set out in the *Code of Practice on Local Authority Accounting in the United Kingdom: A Statement of Recommended Practice (the SORP) (CIPFA/LASAAC)*.

Responsibilities of the Executive Director of Finance and Corporate Services

- C.38 To select suitable accounting policies and to apply them consistently.
- C.39 To make judgements and estimates that are reasonable and prudent.
- C.40 To comply with the SORP.

- C.41 To sign and date the statement of accounts, stating that gives a true and fair view of the financial position of the council at the accounting date and its income and expenditure for the year ending 31 March of each year.
- C.42 To draw up the timetable for final accounts preparation and to advise staff and external auditors accordingly.

Responsibilities of SLT Directors

- C.43 To comply with accounting guidance provided by the Executive Director of Finance and Corporate Services and to supply the Executive Director of Finance and Corporate Services with information when required.

CONTRACT MANAGEMENT – FINANCIAL ASPECTS

- C.44 During the life of a contract, SLT directors must ensure that the Council's approved processes for contract management, as set out in the Contract Standing Orders are adhered to.
- C.45 To ensure continuous improvement and value for money is achieved, SLT directors must ensure those responsible for managing contracts have sufficient training and expertise so that:
- the Council maintains its approach to being ruthless financially efficient
 - Contract performance and key performance indicators are suitably developed, monitored and enforced with any reduction in performance acted upon and recorded
 - there is compliance with specification and contract terms, ensuring the Executive Director of Finance and Corporate Services is informed where there is a significant breach of contract values or terms
 - robust cost management / budget monitoring is in place including ensuring a purchase order is placed before goods or services are ordered, reconciliation of payments against work done, supplies or services delivered meet the Council's requirements and payment is only made after goods or services have been properly receipted.

APPENDIX D: RISK MANAGEMENT AND INTERNAL CONTROL

RISK MANAGEMENT

- D.1 All organisations, whether private or public sector, face risks to people, property and continued operations. Risk is the chance or possibility of loss, damage, injury or failure to achieve objectives caused by an unwanted or uncertain action or event. Risk management is the planned and systematic approach to the identification, evaluation and control of risk. Its objectives are to secure the assets of the organisation and to ensure the continued financial and organisational well-being of the organisation. It is an integral part of good business practice. Risk management is concerned with evaluating the measures an organisation already has in place to manage identified risks and then recommending the action the organisation needs to take to control these risks effectively.
- D.2 Risk Management is the responsibility of all employees, members and partners and they are required to give due regard to risk as part of their working practice.

Key controls

- D.3 The key controls for risk management are:
- all officers are aware of their responsibility for the adequate management of their risks.
 - members are actively involved in the scrutiny of the risk management process and arrangements.
 - officers promote a culture of risk management awareness.
 - corporate, departmental, programme/ project and where appropriate service risk or themed registers are produced, maintained and updated periodically.
 - suitable contingencies are made for risks that may be triggered resulting in financial or non-financial losses or harm.
 - formal business continuity plans are prepared and tested for implementation in the event of a disaster that results in significant loss or damage to its assets, business, or resources.

Responsibilities of the Executive Director of Finance and Corporate Services

- D.4 Preparation and promotion of the risk management strategy statement.
- D.5 To establish a risk management arrangements and culture across the council with the objective self-identification, assessment, prevention, treatment or containment of risks.

Responsibilities of SLT Directors

- D.6 To take responsibility for risk management, having regard to advice from the Executive Director of Finance and Corporate Services and other specialist officers (e.g. crime prevention, insurance, fire prevention, health and safety).
- D.7 To champion and support the use of risk management in their departments and be responsible and accountable for the risk management arrangements, including the maintenance, update and review of risk registers and risk strategies relative to their operational services on a periodic basis.
- D.8 To report on such risks in their department that may affect the strategic objectives of the council to the Strategic Leadership Team.
- D.9 To consult the Executive Director of Finance and Corporate Services and the head of legal services on the terms of any indemnity that the council is requested to give.
- D.10 To notify the Executive Director of Finance and Corporate Services immediately of any loss, liability or damage that may lead to a claim against the council, together with any information or explanation required by the Executive Director of Finance and Corporate Services or the council's insurers.
- D.11 To notify the Executive Director of Finance and Corporate Services promptly of all new risks, properties or vehicles that require insurance and of any alterations affecting existing insurances.
- D.12 To ensure that employees, or anyone covered by the council's insurances, do not admit liability or make any offer to pay compensation that may prejudice the assessment of liability in respect of any insurance claim.
- D.13 To ensure business continuity plans are maintained and regularly tested.

INSURANCE

- D.14 The Council affects insurance for high level risks, where it is economic to do so, in order to protect its taxpayers against the impact on local charges, should a catastrophe occur.
- D.15 It is essential that departments advise the Insurance service of any change to their activities which insurance underwriters might consider could materially affect risk. Failure to do so might vitiate the insurance cover.

Key controls

- D.16 The key controls for insurance are to some extent linked to risk management, and they are that:
- procedures are in place to identify, assess, prevent or minimise material known risks, and these procedures are operating effectively throughout the council

- monitoring and regular review of risk reduction strategies takes place
- procedures are in place to identify and record all insurances and the property or risk covered
- procedures are in place to notify and record the occurrence of any incident or loss that may give rise to a claim by the Council for recovery from insurance companies of the loss
- procedures are in place to notify the Insurance Service of any claim against the Council
- procedures are in place to investigate claims within required timescales.

Responsibilities of the Executive Director of Finance and Corporate Services

- D.17 In consultation with SLT directors, to effect a long-term strategy to meet the Council's insurance requirements.
- D.18 To affect corporate insurance cover, through external insurance and internal funding, and to negotiate all claims in consultation with relevant officers, where necessary.
- D.19 To include all appropriate employees in a suitable fidelity guarantee insurance.
- D.20 To undertake a review of requirements to support the annual renewal of insurance contracts.
- D.21 To ensure that insurance provisions are adequate to meet anticipated claims.
- D.22 To develop and maintain a claims and risk management database including the identification of claims trends and areas of risk.
- D.23 To continually monitor requirements and ensure that insurance covers are appropriate and cost effective.
- D.24 To maintain insurance cover, including Public Liability Insurance and offer insurance cover to schools.

INTERNAL CONTROL

- D.25 Sound systems of internal control as essential to the proper economic, efficient and effective use of resources, the achievement of objectives and the safeguarding of public funds.
- D.26 The system of internal controls is established in order to provide measurable achievement of:
- efficient and effective operations
 - reliable financial information and reporting
 - compliance with laws and regulations
 - risk management.

Key controls

- D.27 The key controls and control objectives for internal control systems are:
- key controls should be reviewed on a regular basis and the council should make a formal statement annually to the effect that it is satisfied that the systems of internal control are operating effectively
 - managerial control systems, including defining policies, setting objectives and plans, monitoring financial and other performance and taking appropriate anticipatory and remedial action
 - financial and operational control systems and procedures, which include physical safeguards for assets, segregation of duties, authorisation and approval procedures and information systems
 - an effective internal audit function that is properly resourced and which operates in accordance with the Public Sector Internal Audit Standards and with any other statutory obligations and regulations.

Responsibilities of the Executive Director of Finance and Corporate Services

- D.28 To advise on an appropriate control environment and effective internal controls which provide reasonable assurance of effective and efficient operations, financial stewardship, probity and compliance with laws and regulations.
- D.29 To conduct an annual review of effectiveness of the system of internal control and report the results in the council's Annual Governance Statement.

Responsibilities of SLT directors

- D.30 Maintain effective systems of internal control, check that established controls are being adhered to and to evaluate their effectiveness, in order to be confident in the proper use of resources, achievement of objectives and management of risks.
- D.31 To review existing controls and to establish and implement new or remove unnecessary / not cost effective controls as necessary in line with guidance from the Executive Director of Finance and Corporate Services.
- D.32 To ensure staff have a clear understanding of the consequences of lack of control.

AUDIT REQUIREMENTS

Internal audit

Why is this important?

- D.33 The Accounts and Audit Regulations 2015 require every local authority to maintain an adequate and effective internal audit.

D.34 Internal audit is an independent and objective appraisal function established for reviewing the system of internal control. It examines, evaluates and reports on the adequacy of internal control in securing the proper, economic, efficient and effective use of resources.

Key controls

D.35 The key controls for internal audit are:

- that it is independent in its planning and operation
- the head of internal audit has direct access to the head of paid service, all levels of management and directly to elected members
- the internal auditors comply with the Public Sector Internal Audit Standards.

Responsibilities of the Executive Director of Finance and Corporate Services

D.36 To maintain an adequate and effective internal audit service.

D.37 To ensure that internal auditors have the authority to:

- access council premises at reasonable times
- access all assets, records, documents, correspondence and control systems
- receive any information and explanation considered necessary concerning any matter under consideration
- require any employee to account for cash, stores or any other asset under his or her control
- access records belonging to third parties, such as contractors, when required
- directly access the head of paid service, Cabinet and Audit Committee.

D.37 To consider the annual audit plans prepared by the head of internal audit, which take account of the characteristics and relative risks of the activities involved and are reported to the Audit Committee.

D.38 To ensure that effective procedures are in place to investigate promptly any fraud or irregularity.

Responsibilities of SLT directors

D.39 To ensure that internal auditors are given access at all reasonable times to premises, personnel, documents and provided with information and explanations they seek.

D.40 To consider and implement promptly to recommendations in audit reports.

D.41 To notify the Executive Director of Finance and Corporate Services immediately of any suspected fraud, theft, irregularity, improper use or misappropriation of the council's property or resources. Pending investigation and reporting, the SLT directors should take all necessary steps to prevent

further loss and to secure records and documentation against removal or alteration.

- D.42 To ensure that new systems for maintaining financial records, or records of assets, or changes to such systems, are discussed with and agreed by the head of internal audit prior to implementation.

EXTERNAL AUDIT

- D.43 The Local Audit and Accountability Act 2014 requires relevant authorities to appoint a local auditor to audit its accounts for a financial year and allows the Public Sector Audit Appointments (PSAA) to appoint an auditor to relevant local government bodies that opt into its national scheme. The external auditor has rights of access to all documents and information necessary for audit purposes.
- D.44 The basic duties of the external auditor are defined in the Local Government Act 1999 and the Local Audit and Accountability Act 2014. The Code of Audit Practice is prepared and maintained by the National Audit Office and sets out what local auditors are required to do to fulfil their statutory responsibilities including work on both the financial statement and value for money arrangements.
- D.45 The council's accounts are scrutinised by external auditors who must be satisfied that the statement of accounts gives a true and fair view of the financial position of the council and its income and expenditure for the year in question and complies with the legal requirements.

Key controls

- D.46 External auditors are appointed by the PSAA. The National Audit Office prepares a code of audit practice, which external auditors follow when carrying out their audits.

Responsibilities of the Executive Director of Finance and Corporate Services

- D.47 To ensure that external auditors are given access at all reasonable times to premises, personnel, documents and assets that the external auditors consider necessary for the purposes of their work.
- D.48 To ensure there is effective liaison between external and internal audit.
- D.49 To work with the external auditor and advise the Full Council, Cabinet, Audit Committee and SLT directors on their responsibilities in relation to external audit.

Responsibilities of SLT Directors

- D.50 To ensure that external auditors are given access at all reasonable times to premises, personnel, documents and assets which the external auditors consider necessary for the purposes of their work.
- D.51 To ensure that all records and systems are up to date and available for inspection.

PREVENTING FRAUD AND CORRUPTION

- D.52 The council will not tolerate fraud and corruption in the administration of its responsibilities, whether from inside or outside the council.
- D.53 The council's expectation of propriety and accountability is that members and staff at all levels act with integrity and with due regard to matters of probity and propriety and comply with legal requirements, rules, procedures and practices.
- D.54 The council also expects that individuals and organisations (eg suppliers, contractors, service providers) with whom it comes into contact will act with integrity and without thought or actions involving fraud and corruption.

Key controls

- D.55 The key controls regarding the prevention of financial irregularities are:
- an effective anti-fraud and anti-corruption policy and maintains a culture that will not tolerate fraud or corruption
 - all members and staff act with integrity
 - senior managers are required to deal swiftly and firmly with those who defraud or attempt to defraud the council or who are corrupt
 - high standards of conduct are promoted amongst members by the Standards Committee
 - the maintenance of a register of interests in which any hospitality or gifts accepted must be recorded
 - whistle blowing procedures are in place and operate effectively
 - legislation including the Public Interest Disclosure Act 1998 is adhered to.

Responsibilities of the Executive Director of Finance and Corporate Services

- D.56 To develop and maintain an anti-fraud and anti-corruption strategy and whistleblowing policy.
- D.57 To advise on controls require for fraud prevention and detection.
- D.58 To ensure that all suspected irregularities are reported to the chief internal auditor, the head of paid service, Cabinet and Audit Committee.

Responsibilities of SLT directors

- D.59 To comply with the council's policy and strategies.
- D.60 To ensure that all suspected irregularities are reported to the chief internal auditor.
- D.61 To instigate disciplinary procedures where the outcome of an audit investigation indicates improper behaviour.
- D.62 To ensure that where financial impropriety is discovered, the Executive Director of Finance and Corporate Services is informed, and where sufficient evidence exists to believe that a criminal offence may have been committed, the police are called in to determine with the Crown Prosecution Service whether any prosecution will take place.

ASSETS

Security

- D.63 The council holds assets in the form of property, vehicles, equipment, furniture and other items worth many millions of pounds. It is important that assets are safeguarded and used efficiently in service delivery and that there are arrangements for the security of both assets and information required for service operations. An up-to-date asset register is a prerequisite for proper accounting and sound asset management.

Key controls

- D.64 The key controls for the security of resources such as land, buildings, fixed plant machinery, equipment, software and information are:
- resources are used only for the purposes of the council and are properly accounted for
 - resources are available for use when required
 - resources no longer required are disposed of in accordance with the law and the regulations
 - an asset register is maintained, assets are recorded when they are acquired and this record is updated as changes occur with respect to the location and condition of the asset
 - all staff are aware of their responsibilities with regard to safeguarding assets and information, including the requirements of the Data Protection Act and software copyright legislation
 - all staff are aware of their responsibilities with regard to safeguarding the security of computer systems, including maintaining restricted access to the information held on them and compliance with the computer and internet security policies.

Responsibilities of the Executive Director of Finance and Corporate Services

- D.65 To ensure that an asset register is maintained and valuations obtained in accordance with accounting requirements.
- D.66 To ensure assets acquisitions and disposals are properly recorded.
- D.67 To receive the information required for accounting, costing and financial records from each SLT director.

Responsibilities of SLT directors

- D.68 To ensure that lessees and other prospective occupiers of council property are not allowed to take possession or enter the land until a lease or appropriate agreement has been established as appropriate.
- D.69 To ensure the proper security of all buildings and other assets under their control and for vacant premises to undertake risk assessments.
- D.70 To review land or buildings surplus to requirements.
- D.71 To ensure that no asset is subject to personal use by an employee without proper authority.
- D.72 To ensure the safe custody of vehicles, equipment, furniture, stock, stores and other property belonging to the council.
- D.73 To ensure that assets are identified, their location recorded and that they are appropriately marked and insured.
- D.74 To consult the Executive Director of Finance and Corporate Services in any case where security is thought to be defective or where it is considered that special security arrangements may be needed.
- D.75 To ensure cash holdings on premises are kept to a minimum.
- D.76 To ensure that keys to safes are carried on the person of those responsible at all times; loss of any such keys must be reported to the Executive Director of Finance and Corporate Services as soon as possible.
- D.77 To record all disposal or part exchange of assets that should normally be by competitive tender or public auction, unless, following consultation with the Executive Director of Finance and Corporate Services that best practice under s123 Local Government Act 1972 or other Act of Parliament is followed and Cabinet agrees otherwise.
- D.78 To ensure that all employees are aware that they have a personal responsibility with regard to the protection and confidentiality of information, whether held in manual or computerised records. Information may be

sensitive or privileged, or may possess some intrinsic value and its disclosure or loss could result in a cost to the council in some way.

INTELLECTUAL PROPERTY

- D.79 Intellectual property is a generic term that includes inventions and writing. If these are created by the employee during the course of employment, then, as a general rule, they belong to the employer, not the employee.
- D.80 Certain activities may give rise to items that may be patentable, for example, software development. These items are collectively known as intellectual property.

Key controls

- D.81 In the event that the council decides to become involved in the commercial exploitation of inventions, the matter should proceed in accordance with the approved intellectual property procedures.

Responsibilities of the Executive Director of Finance and Corporate Services

- D.82 To develop and disseminate good practice through intellectual property procedures.

Responsibilities of SLT Directors

- D.83 To ensure that controls are in place to ensure that staff do not carry out private work in council time and that staff are aware of an employer's rights with regard to intellectual property.

ASSET DISPOSAL

- D.84 It would be uneconomic and inefficient for the cost of assets to outweigh their benefits. Obsolete, non-repairable or unnecessary resources should be disposed of in accordance with the law and council policies and procedures.

Key controls

- D.85 Assets for disposal are identified and are disposed of at the most appropriate time and only when it is in the council's best interests and the best price is obtained, bearing in mind other factors, such as environmental issues. For items of significant value, disposal should be by competitive tender or public auction. Procedures protect staff involved in the disposal from accusations of personal gain.

Responsibilities of the Executive Director of Finance and Corporate Services

- D.86 To issue guidelines representing best practice for disposal of assets.

- D.87 To ensure appropriate accounting entries are made to remove the value of disposed assets from the accounting records and to include the sale proceeds if appropriate.

Responsibilities of SLT directors

- D.88 To seek advice from advisors on the disposal of surplus or obsolete materials, stores or equipment.
- D.89 To ensure that income received for the disposal of an asset is properly banked and coded.

TREASURY MANAGEMENT, BANKING AND CASH

- D.90 Many millions of pounds pass through the council's books each year. Codes of practice aim to provide assurances that money is properly managed in a way that balances risk with return but with the overriding consideration being given to the security of the capital sum.

Key controls

- D.91 That the council's borrowings and investments comply with the CIPFA Code of Practice on Treasury Management and with the council's treasury management strategy.

Responsibilities of Executive Director of Finance and Corporate Services

- D.92 To prepare and present an annual treasury management strategy to Cabinet, prior to submission to Full Council for approval.
- D.93 To arrange the borrowing and investments in such a manner as to comply with the CIPFA Code of Practice on Treasury Management and the treasury management strategy through maintenance and adherence to treasury management practices.
- D.94 To report at least twice a year on treasury management activities.
- D.95 To operate bank accounts as are considered necessary – opening or closing any bank account shall require the approval of the Executive Director of Finance and Corporate Services.
- D.96 To provide cash or bank imprest accounts where necessary and to prescribe rules for operating these accounts.
- D.97 To determine petty cash limits and to maintain a record of all transactions, and periodically to review the arrangements for the safe custody and control.

- D.98 To ensure that all investments and borrowing are made in the name of the council.
- D.99 To ensure that all securities that are the property of the council or its nominees and the title deeds of all property in the council's ownership are held in the custody of the appropriate SLT director.
- D.100 To act as the council's registrar of stocks, bonds and mortgages and to maintain records of all money borrowed by the council.

Responsibilities of SLT directors

- D.101 To follow the instructions on banking issued by the Executive Director of Finance and Corporate Services.
- D.102 To ensure that loans are not made to third parties and that interests are not acquired in companies, joint ventures or other enterprises without the approval of Cabinet, following consultation with the Executive Director of Finance and Corporate Services.
- D.103 To arrange for all trust funds to be held, wherever possible, in the name of the council. All officers acting as trustees by virtue of their official position shall deposit securities, etc relating to the trust with the Executive Director of Finance and Corporate Services, unless the deed otherwise provides. To ensure that trust funds are operated within any relevant legislation and the specific requirements for each trust.
- D.104 To arrange, where funds are held on behalf of third parties, for their secure administration and to maintain written records of all transactions.
- D.105 To ensure that employees operating an imprest account:
- obtain and retain vouchers to support each payment including VAT invoices where appropriate
 - make adequate arrangements for the safe custody of the account
 - produce upon demand by the Executive Director of Finance and Corporate Services, cash and all vouchers to the total value of the imprest amount
 - record transactions promptly
 - reconcile and balance the account at least monthly; reconciliation sheets to be signed and retained by the imprest holder
 - provide the Executive Director of Finance and Corporate Services with a certificate of the value of the account held at 31 March each year
 - ensure that the float is never used to cash personal cheques or to make personal loans and that the only payments into the account are the reimbursement of the float and change relating to purchases where an advance has been made
 - on leaving the employment or otherwise ceasing to be entitled to hold an imprest advance, an employee shall account to the Executive Director of Finance and Corporate Services for the amount advanced to him or her.

STAFFING

D.106 In order to provide the highest level of service, it is crucial that the council recruits and retains high calibre, knowledgeable staff, qualified to an appropriate level.

Key controls

D.107 The key controls for staffing are:

- an appropriate staffing strategy and policy exists, in which staffing requirements and budget allocation are matched
- procedures are in place for forecasting staffing requirements and cost
- controls are implemented that ensure that staff time is used efficiently and to the benefit of the council
- checks are undertaken prior to employing new staff to ensure that they are appropriately qualified, experienced and trustworthy.

Responsibilities of the Executive Director of Finance and Corporate Services

D.108 To ensure that budget provision exists for existing and new employees.

D.109 To act as an advisor to SLT directors on areas such as National Insurance and pension contributions, as appropriate.

Responsibilities of SLT directors

D.110 To produce an annual staffing budget and ensure that the staffing budget is not exceeded without due authority.

D.111 To monitor staff activity to ensure adequate control over such costs as sickness, overtime, training and temporary staff.

APPENDIX E: FINANCIAL SYSTEMS AND PROCEDURES

GENERAL

- E.1 The council is reliant on electronic financial management systems in relation to purchasing, costing and financial management. The information must be accurate and the systems and procedures sound and well administered. They should contain controls to ensure that transactions are properly processed and errors detected promptly.
- E.2 The Executive Director of Finance and Corporate Services has a professional responsibility to ensure that the financial systems are sound and should be notified of any new developments or changes.

Key controls

- E.3 The key controls for systems and procedures are:
- basic data exists to enable the council's objectives, targets, budgets and plans to be formulated
 - performance is communicated to the appropriate managers on an accurate, complete and timely basis
 - early warning is provided of deviations from target, plans and budgets that require management attention
 - operating systems and procedures are secure.

Responsibilities of the Executive Director of Finance and Corporate Services

- E.4 To make arrangements for the proper administration of the council's financial affairs, including to:
- issue advice, guidance and procedures for officers and others acting on the council's behalf
 - determine the accounting systems, form of accounts and supporting financial records
 - establish arrangements for audit of the council's financial affairs
 - approve any new financial systems to be introduced
 - approve any changes to be made to existing financial systems.

Responsibilities of SLT directors

- E.5 To ensure that accounting records are properly maintained and held securely.
- E.6 To ensure that vouchers and documents with financial implications are not destroyed, except in accordance with arrangements approved by the Executive Director of Finance and Corporate Services.
- E.7 To ensure that a complete management trail, allowing financial transactions to be traced from the accounting records to the original document, and vice versa, is maintained.

- E.8 To incorporate appropriate controls to ensure that, where relevant:
- all input is genuine, complete, accurate, timely and not previously processed
 - all processing is carried out in an accurate, complete and timely manner
 - output from the system is complete, accurate and timely.
- E.9 To ensure that the organisational structure provides an appropriate segregation of duties to provide adequate internal controls and to minimise the risk of fraud or other malpractice.
- E.10 To ensure there is a documented and tested disaster recovery plan to allow information system processing to resume quickly in the event of an interruption.
- E.11 To ensure that systems are documented and staff trained in operations.
- E.12 To consult with the Executive Director of Finance and Corporate Services before changing any existing system or introducing new systems.
- E.13 To establish a scheme of delegation identifying officers authorised to act upon the SLT director's behalf in respect of payments, income collection and placing orders, including variations and showing the limits of their authority.
- E.14 To maintain appropriate authorised officers on the IBC system with appropriate delegated limits.
- E.15 To ensure that effective contingency arrangements, including back-up procedures, exist for computer systems. Wherever possible, back-up information should be securely retained in a fireproof location, preferably off site or at an alternative location within the building.
- E.16 To ensure that, where appropriate, computer systems are registered in accordance with data protection legislation and that staff are aware of their responsibilities under the legislation.
- E.17 To ensure that relevant standards and guidelines for computer systems are observed.
- E.18 To ensure that computer equipment and software are protected from loss and damage through theft, vandalism, etc.
- E.19 To comply with the copyright, designs and patents legislation and, in particular, to ensure that:
- only software legally acquired and installed is used on its computers
 - (b) staff are aware of legislative provisions
 - (c) in developing systems, due regard is given to the issue of intellectual property rights.

INCOME AND EXPENDITURE

Income

E.20 Income can be a vulnerable asset and effective income collection systems are necessary to ensure that all income due is identified, collected, receipted and banked properly. It is preferable to obtain income in advance of supplying goods or services as this improves cashflow and also avoids the time and cost of administering debts.

Key controls

- E.21 The key controls for income are:
- all income due is identified and charged correctly, in accordance with an approved charging policy, which is regularly reviewed
 - all income is collected from the correct person, at the right time, using the correct procedures
 - money received by an employee on behalf of the council is paid without delay to council's bank account, and properly recorded. The responsibility for cash collection should be separated from that:
 - for identifying the amount due
 - for reconciling the amount due to the amount received
 - effective action is taken to pursue non-payment within defined timescales
 - formal approval for debt write-off is obtained
 - appropriate write-off action is taken within defined timescales
 - appropriate accounting adjustments are made following write-off action
 - all appropriate income documents are retained and stored for the defined period in accordance with the document retention schedule
 - money collected and deposited is reconciled to the bank account by a person who is not involved in the collection or banking process.

Responsibilities of the Executive Director of Finance and Corporate Services

- E.22 To agree arrangements for the collection of all income due and to approve the procedures, systems and documentation for its collection.
- E.23 To approve the write-off of bad debts up to an approved limit in each case and to refer larger sums to Cabinet and keep a record of all sums written off.
- E.24 To ensure that appropriate accounting adjustments are made following write-off action.

Responsibilities of SLT Directors

- E.25 To establish a charging policy for the supply of goods or services, including the appropriate charging of VAT, and to review it regularly, in line with corporate policies.
- E.26 To separate the responsibility for identifying amounts due and the responsibility for collection, as far as is practicable.

- E.27 To establish and initiate appropriate recovery procedures, including legal action where necessary, for debts that are not paid promptly.
- E.28 To ensure that income is paid fully and promptly into the appropriate bank account in the form in which it is received. Appropriate details should be recorded on to paying-in slips to provide an audit trail. Money collected and deposited must be reconciled to the bank account on a regular basis.
- E.29 To ensure income is not used to cash personal cheques or other payments.
- E.30 To record details of work done, goods supplied, services rendered or other amounts due on the IBC system, or other relevant financial system, to record correctly the sums due and to ensure accounts are sent out promptly.
- E.31 Monitor recovery of income and flag up areas of concern to the Executive Director of Finance and Corporate Services. SLT Directors have a responsibility to assist the Executive Director of Finance and Corporate Services in collecting debts that they have originated, by providing any further information requested by the debtor and in pursuing the matter on the council's behalf.
- E.32 To keep a record of every transfer of money between employees of the council. The receiving officer must sign for the transfer and the transferor must retain a copy.
- E.33 To recommend to the Executive Director of Finance and Corporate Services all debts to be written off. Once raised, no bona fide debt may be cancelled, except by full payment or by its formal writing off. A credit note to replace a debt can only be issued to correct a factual inaccuracy or administrative error in the calculation and/or billing of the original debt.
- E.34 To obtain the approval of the Executive Director of Finance and Corporate Services to writing off debts, and the approval of Cabinet where required.
- E.35 To notify the Executive Director of Finance and Corporate Services of outstanding income relating to the previous financial year as soon as possible after 31 March in line with the timetable determined by the Executive Director of Finance and Corporate Services.

Expenditure

Why is this important?

- E.36 Public money should be spent with demonstrable probity and in accordance with the council's policies. The council has a statutory duty to achieve best value in part through economy and efficiency. The council's procedures help to ensure that services obtain value for money from their purchasing arrangements. These procedures should be read in conjunction with the

contracts standing orders and procurement procedures and the council's constitution.

- E.37 Every officer and member has a responsibility to declare any links or personal interests that they may have with purchasers, suppliers and/or contractors if they are engaged in contractual or purchasing decisions, in accordance with appropriate codes of conduct.
- E.38 Purchase orders must be issued for all work, goods or services to be supplied to the council, except for supplies of utilities, periodic payments such as rent or rates, procurement card payment, petty cash purchases or other exceptions specified by the Executive Director of Finance and Corporate Services.
- E.39 Standard terms and conditions must not be varied without consultation with legal services.
- E.40 Apart from petty cash, schools' own bank accounts and other payments from advance accounts, the normal method of payment shall be by BACs or exceptionally by CHAPS, drawn on the council's bank account by the Executive Director of Finance and Corporate Services. The use of direct debit shall require the prior agreement of the Executive Director of Finance and Corporate Services.
- E.41 Purchase orders must not be raised for any personal or private purchases, nor must personal or private use be made of council contracts.

Key controls

- E.42 The key controls for ordering and paying for work, goods and services are:
- all goods and services are ordered and approved only by appropriate persons and are correctly recorded on the IBC system
 - all goods and services shall be ordered in accordance with the contract standing orders
 - goods and services received are checked to ensure they are in accordance with the order, goods should not be received by the person who placed the order
 - payments are not made unless goods have been received to the correct price, quantity and quality standards and receipted on the IBC system
 - all payments are made to the correct person, for the correct amount and are properly recorded
 - all appropriate evidence of the transaction and payment documents are retained and stored, in accordance with the document retention schedule
 - all expenditure, including VAT, is accurately recorded against the right budget and any exceptions are corrected.

Responsibilities of the Executive Director of Finance and Corporate Services

- E.43 To ensure that all the financial systems and procedures are sound and properly administered.
- E.44 To approve any changes to existing financial systems and to approve any new systems before they are introduced.
- E.45 To make payments from the council's funds on appropriate authorisation that the expenditure has been duly incurred.
- E.46 To make payments, whether or not provision exists within the estimates, where the payment is specifically required by statute or is made under a court order.
- E.47 To make payments to contractors once approvals have been completed including the certification of the details of the value of work, retention money, amounts previously certified and amounts now certified.
- E.48 To provide advice and encouragement on making payments by the most economical means.
- E.49 To ensure that a budgetary control system is established that enables commitments incurred by placing orders to be shown against the appropriate budget allocation so that they can be taken into account in budget monitoring reports.

Responsibilities of SLT directors

- E.50 To ensure that the relevant financial procedures are followed including raising and approval of purchase orders on the IBC system and that these are raised only used for goods and services provided to the department.
- E.51 To ensure that the IBC system is up to date to ensure officers have appropriate levels of authorisation of orders and invoices. The authoriser of the order should be satisfied that the goods and services ordered are appropriate and needed, that there is adequate budgetary provision and that quotations or tenders have been obtained if necessary.
- E.52 To ensure that goods and services are checked on receipt to verify that they are in accordance with the order and recorded on the IBC system. This check should, where possible, be carried out by a different officer from the person who authorised the order.
- E.53 To ensure that payment is not made unless a proper VAT invoice has been received, checked, coded and certified for payment, confirming:
 - receipt of goods or services
 - that the invoice has not previously been paid
 - that expenditure has been properly incurred and is within budget provision
 - that prices and arithmetic are correct and accord with quotations, tenders, contracts or catalogue prices
 - correct accounting treatment of tax

- that the invoice is correctly coded
 - that discounts have been taken where available
 - that appropriate entries will be made in accounting records.
- E.54 To ensure that IBC procedures are followed in the ordering, receiving and payment process.
- E.55 To ensure that payments are not made on a photocopied or faxed invoice, statement or other document other than the formal invoice. Any instances of these being rendered should be reported to the head of internal audit.
- E.56 To encourage suppliers of goods and services to receive payment by the most economical means. It is essential, however, that payments made by direct debit have the prior approval of the Executive Director of Finance and Corporate Services.
- E.56 To ensure procurement cards are properly controlled all expenses are reviewed, recorded and authorised on the online system and supported by receipts.
- E.57 To ensure that the department obtains best value from purchases by taking appropriate steps to obtain competitive prices for goods and services of the appropriate quality in line with the Contract Standing Orders.
- E.58 To utilise the central purchasing procedures in line with the Contract Standing Orders.
- E.59 To ensure that employees are aware of the code of conduct for local government employees (summarised in the procedures and conditions of employment manual).
- E.60 To ensure that loans, leasing or rental arrangements are not entered into without prior agreement from the Executive Director of Finance and Corporate Services.
- E.61 To notify the Executive Director of Finance and Corporate Services of outstanding expenditure relating to the previous financial year as soon as possible after 31 March in line with the timetable determined by the Executive Director of Finance and Corporate Services.
- E.62 With regard to contracts for construction and alterations to buildings and for civil engineering works, to document the systems and procedures to be adopted in relation to financial aspects, including certification of interim and final payments, checking, recording and authorising payments, the system for monitoring and controlling capital schemes.
- E.63 To notify the Executive Director of Finance and Corporate Services immediately of any expenditure to be incurred as a result of statute/court order where there is no budgetary provision.

E.64 To ensure that all appropriate payment records are retained and stored in accordance with the document retention schedule.

E.65 To comply with the Contract Standing Orders and these regulations.

PAYMENTS TO EMPLOYEES AND MEMBERS

E.66 Staff costs are the largest item of expenditure for the Council. It is important that payments are accurate, timely, made only where they are due and that payments accord with individuals' conditions of employment. It is also important that all payments are accurately and completely recorded and accounted for and that members' allowances are authorised in accordance with the scheme adopted by the Full Council.

Key controls

- E.67 The key controls for payments to employees and members are:
- proper procedures are in place and are adhered to in relation to:
 - starters
 - leavers
 - variations
 - enhancementsand that payments are made on the basis of timesheets or claims
 - frequent reconciliation of payroll expenditure against approved budget
 - all appropriate payroll documents are retained and stored in accordance with the document retention schedule
 - that Inland Revenue regulations are complied with.

Responsibilities of the Director of Resources

E.68 To arrange and control secure and reliable payment of salaries, wages, compensation or other emoluments to existing and former employees, in accordance with procedures prescribed by him or her, on the due date.

E.69 To record and make arrangements for the accurate and timely payment of tax, superannuation and other deductions.

E.70 To make arrangements for payment of all travel and subsistence claims or financial loss allowance.

E.71 To make arrangements for paying members travel or other allowances.

E.72 To ensure that there are adequate arrangements for administering superannuation matters on a day-to-day basis.

Responsibilities of SLT Directors

E.73 To ensure appointments are made in accordance with policy and procedures and approved establishments, grades and scale of pay and that adequate budget provision is available.

- E.74 To ensure that all appointments, terminations or variations which may affect the pay or pension of an employee or former employee are promptly recorded on the IBC system.
- E.75 To ensure that adequate and effective systems and procedures are operated, so that:
- payments are only authorised to bona fide employees
 - payments are only made where there is a valid entitlement
 - conditions and contracts of employment are correctly applied
 - employees' names listed on the payroll are checked at regular intervals to verify accuracy and completeness.
- E.76 To ensure that payroll transactions are processed only through the IBC payroll system. SLT directors should give careful consideration to the employment status of individuals employed on a self-employed consultant or subcontract basis. The HMRC applies a tight definition for employee status, and in cases of doubt, advice should be sought from the Assistant Director of People and Talent.
- E.77 To ensure staff comply with IBC expense monitoring procedures. Certification is taken to mean that journeys were authorised and expenses properly and necessarily incurred, and that allowances are properly payable, ensuring that cost-effective use of travel arrangements is achieved.

Responsibilities of members

- E.78 To submit claims for members' travel and subsistence allowances on a monthly basis and, in any event, within one month of the year end.

TAXATION

- E.79 The council is responsible for ensuring its tax affairs are in order. Tax issues are often very complex and the penalties for incorrectly accounting for tax are severe. It is therefore very important for all officers to be aware of their role.

Key controls

- E.80 The key controls for taxation are:
- budget managers are provided with relevant information and kept up to date on tax issues
 - budget managers are instructed on required record keeping
 - all taxable transactions are identified, properly carried out and accounted for within stipulated timescales
 - records are maintained in accordance with instructions
 - returns are made to the appropriate authorities within the stipulated timescale.

Responsibilities of the Executive Director of Finance and Corporate Services

- E.81 To ensure completion of all HMRC Revenue returns regarding PAYE by the IBC.
- E.82 To complete a monthly return of VAT inputs and outputs to HMRC.
- E.83 To provide details to the HMRC regarding the construction industry tax deduction scheme.
- E.84 To provide advice and up-to-date guidance for employees on taxation issues including the council's VAT Manual.
- E.85 To manage the council's partial exemption position.

Responsibilities of SLT Directors

- E.86 To ensure that the correct VAT liability is attached to all income due and that all VAT recoverable on purchases complies with HMRC regulations.
- E.87 To ensure that, where construction and maintenance works are undertaken, the contractor fulfils the necessary construction industry tax deduction requirements.
- E.88 To ensure that all persons employed are added to the IBC payroll and tax deducted from any payments, except where the individuals are bona fide self-employed or are employed by a recognised staff agency.
- E.89 To seek advice on potential tax implications of any new initiatives or capital projects (including property acquisitions or sales) at the planning stage.
- E.90 To follow the guidance on taxation issued by the Executive Director of Finance and Corporate Services.

TRADING ACCOUNTS AND BUSINESS UNITS

- E.91 The Council is required to keep any trading accounts for services provided on a basis other than straightforward recharge of cost.

Responsibilities of the Executive Director of Finance and Corporate Services

- E.92 To advise on the establishment and operation of trading accounts and business units.

Responsibilities of SLT Directors

- E.93 To consult with the Executive Director of Finance and Corporate Services where a business unit wishes to enter into a contract with a third party where the contract expiry date exceeds the remaining life of their main contract with

the council. In general, such contracts should not be entered into unless they can be terminated within the main contract period without penalty.

- E.94 To observe all statutory requirements in relation to business units, including the maintenance of a separate revenue account to which all relevant income is credited and all relevant expenditure, including overhead costs, is charged.
- E.95 To ensure that the same accounting principles are applied in relation to trading accounts as for other services or business units.
- E.96 To ensure that each business unit prepares an annual business plan.

APPENDIX F: EXTERNAL ARRANGEMENTS

PARTNERSHIPS

- F.1 Partnerships can play a key role in delivering community strategies and in helping to promote and improve the well-being of the area. The Council can work in partnership with others – public agencies, private companies, community groups and voluntary organisations.
- F.2 The Council can mobilise investment, bid for funds, champion the needs of their areas and harness the energies of local people and community organisations.

General

- F.3 The main reasons for entering into a partnership are:
- the desire to find new ways to share risk and expertise
 - the ability to access new resources
 - to provide new and better ways of delivering services
 - to forge new relationships.
- F.4 A partner is defined as either:
- an organisation (private or public) undertaking, part funding or participating as a beneficiary in a project or
 - a body whose nature or status give it a right or obligation to support the project.
- F.5 Partners participate in projects by:
- acting as a project deliverer or sponsor, solely or in concert with others
 - acting as a project funder or part funder
 - being the beneficiary group of the activity undertaken in a project.
- F.6 Partners have common responsibilities:
- to be willing to take on a role in the broader programme appropriate to the skills and resources of the partner organisation
 - to act in good faith at all times and in the best interests of the partnership's aims and objectives
 - be open about any conflict of interests that might arise
 - to encourage joint working and promote the sharing of information, resources and skills between public, private and community sectors
 - to hold confidentially any information received as a result of partnership activities or duties that is of a confidential or commercially sensitive nature
 - to act wherever possible as ambassadors for the project.

Key controls

- F.7 The key controls for partners are:

- if appropriate, to be aware of their responsibilities under the financial regulations and the contract standing orders
- to ensure that risk management processes are in place to identify and assess all known risks
- to ensure that project appraisal processes are in place to assess the viability of the project in terms of resources, staffing and expertise
- to agree and accept formally the roles and responsibilities of each of the partners involved in the project before the project commences
- to communicate regularly with other partners throughout the project so that problems can be identified and shared to achieve their successful resolution.

Responsibilities of the Executive Director of Finance and Corporate Services

- F.8 To advise on effective controls that will ensure that resources are not wasted.
- F.9 To advise on the key elements of funding partnerships including:
- viability
 - risk appraisal and management
 - resourcing and taxation
 - audit, security and control requirements.
- F.10 To ensure that the accounting arrangements are satisfactory.

Responsibilities of SLT Directors

- F.11 To maintain a register of all contracts entered into with external bodies on capital sourcing.
- F.12 To ensure that, before entering into agreements with external bodies, a risk management appraisal has been prepared and that arrangements do not impact adversely upon the services provided by the council.
- F.13 To ensure that all agreements and arrangements are properly documented and monitored.
- F.14 To provide appropriate information to the Executive Director of Finance and Corporate Services to enable appropriate record of all arrangements and disclosure in the disclosure in the statement of accounts.

EXTERNAL / GRANT FUNDING

- F.15 External funding is a very important source of income, but funding conditions need to be carefully considered to ensure that they are compatible with the aims and objectives of the council.

Key controls

- F.16 The key controls for external funding are:

- to ensure that key conditions of funding and any statutory requirements are complied with and that the responsibilities of the accountable body are clearly understood
- to ensure that funds are acquired only to meet the priorities approved in the policy framework by the Full Council
- to ensure that any match-funding requirements are given due consideration prior to entering into long-term agreements and that future revenue budgets reflect these requirements.

Responsibilities of the Executive Director of Finance and Corporate Services

- F.17 To approve the receipt of funding and creation of income and expenditure budgets, required as a result of a new external funding not envisaged in the budget, where these do not increase the council's approved net budget.
- F.18 To ensure that all funding notified by external bodies is received and properly recorded in the accounts.
- F.19 To ensure that the match-funding requirements are considered prior to entering into the agreements and that future revenue budgets reflect these requirements.
- F.20 To ensure that audit requirements are met.

Responsibilities of SLT directors

- F.21 To ensure that all claims for funds are made by the due date.
- F.22 To ensure that the project progresses in accordance with the agreed project and that all expenditure is properly incurred, eligible for grant and recorded.

WORK FOR THIRD PARTIES/ TRADING

- F.23 Current legislation enables the council to provide a range of services to other bodies. Such work may economies of scale and maintain existing expertise. Arrangements should be in place to ensure that any risks associated with this work is minimised and that such work is intra vires.

Key controls

- F.24 The key controls for working with third parties are:
- proposals are costed properly in accordance with guidance provided by the Executive Director of Finance and Corporate Services.
 - contracts are drawn up using guidance provided by the legal services and that the formal approvals process is adhered to
 - guidance with regard to the financial aspects of third party contracts and the maintenance of the contract register.

Responsibilities of Executive Director of Finance and Corporate Services

- F.25 To issue guidance with regard to the financial aspects of third-party contracts, including accounting and control.
- F.26 To advise on the financial impact of any proposed trading agreement.

Responsibilities of SLT Directors

- F.27 To ensure that the relevant approval is obtained before any negotiations are concluded to work for third parties.
- F.28 To maintain a register of all contracts entered into with third parties.
- F.29 To ensure that appropriate insurance arrangements are made.
- F.30 To ensure wherever possible, payment is received in advance of the delivery of the service and that the council is not put at risk from any bad debts.
- F.31 To ensure that no contract is subsidised by the council.
- F.32 To ensure that the department has the appropriate expertise to undertake the contract.
- F.33 To ensure that such contracts do not impact adversely upon the services provided for the council.
- F.34 To ensure that all contracts are properly documented.
- F.35 To ensure appropriate approvals are in place before proceeding.

GRANTS TO VOLUNTARY AND COMMUNITY ORGANISATIONS

- F.36 Grants to voluntary bodies and community organisations can be a cost-effective means of facilitating and achieving corporate and service objectives.

Key Controls

- F.37 Decisions to approve assistance to an outside body by grant or other assistance in kind should be based on assurance that the following requirements have been met or will be met to ensure the council's interests are protected before any grant or assistance is actually made:
- the receiving body has been properly identified, has suitable lead parties, a defined work area or purpose, and suitable trust documents or constitution
 - any conflicts of interest have been declared and properly managed
 - any risks to such agreements and to the council's interests are being adequately and appropriately managed
 - it will be possible to confirm proper use of the council's assistance

- the assistance contributes to the delivery of the council's services or to the achievement of the council's corporate objectives
- the extent and purpose of the assistance have been properly identified
- arrangements for the repayment of any loan have been made
- arrangements to gain repayment or recovery for the value of the assistance are in place in the event of default by the recipient
- any specific conditions relating to the assistance have been identified
- monitoring arrangements have been put in place to ensure the assistance is used for the purpose approved
- the recipient will provide evidence demonstrating proper accounting for, and use of, the assistance, including, access to the accounts and to supporting information, documents and evidence
- a legally binding agreement is in place between the Council and the body covering the above conditions relating to the use of grant or other assistance
- full records will be maintained of all grants and related applications for assistance, which should identify which staff are involved in the processing of applications and grants, and record the date of approval of any grant or other assistance, and by whom, and any other relevant transaction information
- members will approve all grants and assistance to external bodies, except where such annual assistance in total is less than £20,000 in value to any one body, and there is budgetary provision for such assistance, and it does not form a commitment of future years' budgets which can be approved by the relevant SLT director
- members may approve a framework for the administration of any specified class of grant and assistance over the value of £20,000 by the relevant SLT director for the efficient conduct of business.

Responsibilities of the Executive Director of Finance and Corporate Services

- F.38 To advise on effective controls.
- F.39 To advise on any funding implications of grants or assistance.
- F.40 To ensure the accounting arrangements are satisfactory.

Responsibilities of SLT directors

- F.41 To ensure that the key controls set out above are implemented in respect of all grants made and assistance provided.
- F.42 To undertake any research, i.e. by making enquiries of the Charity Commission, into the financial standing of proposed grant receiving bodies.
- F.43 To ensure the use of any standard, with any specific conditions incorporated therein as advised by legal services.

Appendix G: Schedule of Financial Authority

The Schedule of Financial Authority sets out the approved financial limits within which Cabinet, Cabinet Members and the Strategic Leadership Team (SLT) may conduct financial business. SLT directors may appoint appropriate “authorised officers” to act on their behalf. However, in all cases where the “authorised officer” acts on behalf of the SLT director the SLT director remains accountable and must:

- Maintain a written record of authorised officers
- Ensure appropriate segregation of duties are in operation
- Ensure compliance with the financial limits within the schedule, the financial regulations, contract standing orders and other financial and HR policies and procedures.

Changes limits reported in this schedule can only be made following review by the Executive Director of Finance and Corporate Services and by approval of Full Council on the recommendation of the Cabinet Member for Finance and Commercial Services.

Ref	Description	Limit value	Approver	Authorisation / Consultation/ Notification/ Reporting
4.4	Capital and Revenue – Reallocation of approved budgets; system errors, technical accounting adjustments; coding changes within overall spending limits and reserves	Unlimited	Executive Director of Finance and Corporate Services / Assistant Director of Finance	Executive Director of Finance and Corporate Services / Assistant Director of Finance
4.4	Intra-department (within a department) revenue virements	<£100,000	SLT Director	Executive Director of Finance and Corporate Services /Assistant Director of Finance notified
		£100,000 – £299,999	Cabinet Member	Executive Director of Finance and Corporate Services to authorise in consultation with the Cabinet Member for Finance and Commercial Services
		£300,000 – £19,999,999	Cabinet	Executive Director of Finance and Corporate Services consulted via verification of Finance Impact
		£20,000,000	Full Council	Executive Director of Finance and Corporate Services consulted via verification of Finance Impact
4.4	Intra-department (between departments) revenue virements	<£100,000	SLT Director	Executive Director of Finance and Corporate Services to authorise
		£100,000 – £299,999	Cabinet Member	Executive Director of Finance and Corporate Services to authorise in consultation with the Cabinet Member for Finance and Commercial Services

		£300,000 – £19,999,999	Cabinet	Executive Director of Finance and Corporate Services consulted via verification of Finance Impact in decision report or Cabinet Revenue Monitoring report
		£20,000,000	Full Council	Executive Director of Finance and Corporate Services consulted via verification of Finance Impact in decision report
4.4	Other revenue virements	<£100,000	SLT Directors	Executive Director of Finance and Corporate Services to authorise
		£100,000 – £299,999	Cabinet Members	Executive Director of Finance and Corporate Services to authorise in consultation with the Cabinet Member for Finance and Commercial Services
		£300,000 – £19,999,999	Cabinet	Executive Director of Finance and Corporate Services consulted via verification of Finance Impact in decision report or Cabinet Revenue Monitoring report
		£50,000,000	Full Council	Executive Director of Finance and Corporate Services consulted via verification of Finance Impact in decision report
4.4	Capital virements	<£100,000	SLT Director	Executive Director of Finance and Corporate Services to authorise
		£100,000 – £299,999	Cabinet Member	Executive Director of Finance and Corporate Services to authorise in consultation with the Cabinet Member for Finance and Commercial Services
		£300,000 – £49,999,999	Cabinet	Executive Director of Finance and Corporate Services consulted via verification of Finance Impact in decision report or Capital Monitoring report

		£50,000,000	Full Council	Executive Director of Finance and Corporate Services consulted via verification of Finance Impact in decision report
4.4 8.8	External / government grant funding (no net effect on budget)	Unlimited	Executive Director of Finance and Corporate Services	Report to Cabinet in Corporate Revenue of Capital Monitoring reports.
4.4 8.10	New income opportunities	£999,999	Commercial Revenue Committee or Cabinet	Executive Director of Finance and Corporate Services consulted via verification of Finance Impact in decision report
		£1,000,000 and £20,000,000 (gross)	Cabinet	Executive Director of Finance and Corporate Services consulted via verification of Finance Impact in decision report
4.4	Developer contributions	Unlimited	Executive Director of Finance and Corporate Services	Decision made in consultation with the Chief Planning Officer, the Cabinet member for the Economy and the Cabinet Member for Finance and Commercial Services
3.16 4.4	Use of Financial Reserves	Any value	Subject to the other revenue and capital limits above however see authorisation section	Any use of reserves must first be authorised by the Executive Director of Finance and Corporate Services in consultation with the Chief Executive and the Cabinet Member for Finance and Commercial Services
4.4	Use of Contingency Budgets	Any value	Subject to the other revenue and capital limits above however see authorisation section	Any use of contingency budgets must first be authorised by the Executive Director of Finance and Corporate Services reported to Cabinet in Corporate Revenue of Capital Monitoring reports

4.4	Increase in borrowing for capital purposes	Any value	Subject to the capital limits above however see authorisation section	Any use of borrowing must first be authorised by the Executive Director of Finance and Corporate Services in consultation with the Cabinet Member for Finance and Commercial Services
6.18 8.6	Investment in non-specified investments (loans to third parties, interests acquired in companies or joint ventures)	Any value	Cabinet	Executive Director of Finance and Corporate Services consulted via verification of Finance Impact in decision report
7.6	Debt write offs (individual debts)	<£10,000	SLT Director	Assistant Director of Finance notified
		£10,000 - £99,999	SLT Director and Head of Finance	Assistant Director of Finance
		£100,000 - £299,999	Cabinet Member for Finance and Commercial Services	On recommendation of the Executive Director of Finance and Corporate Services Reported to Cabinet via Corporate Revenue Monitor
		£300,000+	Cabinet	On recommendation of the Executive Director of Finance and Corporate Services
7.8	Purchase order approval (where budget authority is already in place) <i>Limits enforced through IBC access controls</i>	Unlimited	SLT Director	
		£5m	Chief Officers and Assistant Directors	
		£2m	Heads of Service	
		£500,000	Budget Manager	
		£50,000	Team Leader	
		£10,000	Supervisor	
F37	Grants to voluntary and community organisations	<£20,000	SLT Director	
		£20,000 - £299,999	Cabinet Member	
		£300,000+	Cabinet	

[End of Report]

H&F Chief Executive Register of Authorities

Part 1 – Functions Delegated to the Chief Executive

The Chief Executive shall exercise the following functions. Additionally, the Chief Executive may authorise other officers to undertake the delegation on his/her behalf as set out in this register. Where post titles have been amended the authority can be exercised by the new equivalent post until the register is amended.

The Chief Executive may make any decision which is delegated to any Chief Officer. In the absence of the Chief Executive, the designated acting Chief Executive is authorised to undertake all of the Chief executive's functions and delegations.

For the avoidance of doubt, in all cases where the exercise of executive functions is not specifically reserved to the Executive, those functions are deemed to be delegated to the Chief Executive and the Chief Officer with responsibility for the relevant function.

The Chief Executive may authorise officers employed by other authorities to exercise these functions under agreed joint arrangements.

Part 2

Legislation	Function	Authorised Officer
Local Government Act 1972, as amended by the Access to Information Act 1985	Section 100 B (2) - With the advice of the Director, Legal Services as necessary to decide upon agenda material which will not be available to members of the public if the matter is likely to be dealt with in the closed session.	Director for Legal Services
Local Government Act 1972, as amended by the Access to Information Act 1985	Section 100 C (2) - To prepare summaries of the exempt parts of the proceedings of meetings.	Director for Legal Services

Local Government Act 1972, as amended by the Access to Information Act 1985	Section 100 D (4) - With the advice of Director for Legal Services as necessary to decide which background papers will not be available to members of the public because disclosure would breach an obligation of confidentiality or because the paper contains exempt information, subject to the relevant legislation.	Director for Legal Services
Local Government Act 1972, as amended by the Access to Information Act 1985	Section 100 F (2) - With the advice of the Director for Legal Services as necessary to decide which documents will not be available to Councillors because the information comes within the category of exempt information, subject to the relevant legislation.	Director for Legal Services
Local Government Act 1972, Schemes 111, 112	<p>a) With regard to conditions of service of all employees, to register all local agreements as negotiated and accepted by the Council's joint negotiating machinery.</p> <p>b) To exercise day to day responsibility for industrial relations and related negotiations subject to guidance given by the Leader.</p> <p>c) To determine applications for unpaid leave in excess of ten days per year.</p> <p>d) To approve applications for extensions of sick pay in cases where financial hardship may materially affect the employee's return to work.</p> <p>e) To authorise the release of frozen holiday entitlement to individual employees in cases of financial hardship.</p> <p>f) To authorise extensions of paid leave in appropriate individual cases.</p> <p>g) To decide on applications for retirement on the grounds of ill-health.</p> <p>h) To authorise the payment of relocation expenses to individual employees up to a limit of £5,000 for NJC staff and a limit of £10,000 for JNC staff.</p> <p>i) To approve the payment of honoraria to JNC staff.</p> <p>j) To authorise leave for Trade Union representatives to attend courses and Trade Union sponsored training.</p>	Assistant Director, People & Talent

General	To incur expenditure up to £2,000 in any one financial year in respect of hospitality to visiting local authority officers and other persons in connection with official duties.	Assistant Director of Finance
Local Government Act 1972, Section 111, 112	To implement national awards affecting wages, salaries and conditions of service.	Assistant Director, People & Talent
Local Government Act 1972, Section 111, 112	To implement the results of local negotiations for pay awards not covered by the national negotiating machinery (including variations to the Council's Minimum Earnings Guarantee).	Assistant Director, People & Talent
Local Government Act 1972, Section 111, 112	To implement the results of local negotiations for pay awards to Education staff not covered by national negotiating machinery, subject to: a) The settlement being no greater than that for the equivalent national pay group; and b) There being provision within budgets; and c) The Director for Children's Services certifying that such awards incorporate satisfactory employer benefits.	Assistant Director, People & Talent

Part 3

Legislation	Function	Authorised officer	In consultation with
General	To approve the nomination of Council representatives to outside bodies.	Assistant Director-Democratic, Registration and Coroner's Services and the Director for Legal Services	In consultation with the relevant Whips and/or Leader or appropriate Cabinet member
GLC (General Powers) Act 1968	To be appointed trustees for administering the designated sums paid to them as trustees pursuant to Section 36 and Schedule 2 of the GLC (General Powers) Act 1968.	Director for Legal Services	

Local Government Act 1972 s.112	To negotiate and implement such variations to the terms and conditions of individual senior management grade officers as the Chief Executive considers appropriate.	Assistant Director, People & Talent	The Leader
Local Government Act 1972 s.112	Where temporary vacancies arise in statutory or other Chief Officer posts and pending recruitment, to designate those functions or duties to another officer to avoid undue delay.	Assistant Director, People and Talent	The Leader
General - HR	To approve the level of recruitment and retention supplements, within the Council's policy framework for market-related pay.	Assistant Director, People & Talent	
General - HR	To implement annual inflation awards in respect of the Council's Minimum Earnings Guarantee, taking account of national pay settlements for local authority employees.	Assistant Director, People and Talent	
General	To enter into any arrangements with The Royal Borough of Kensington and Chelsea and other agencies on any outstanding general financial issues that relate to the former responsibilities of the London Residuary Body.	Executive Director for Finance and Corporate Services	
General	The acquisition of leases of residential property financed from the General Fund.	Executive Director for Finance and Corporate Services	In conjunction with Director for Housing and the Director for Legal Services, and subject to overall programme approval by Cabinet and to Ministry of Housing, Communities and Local Government consent
Housing Act 1985, Section 442	To determine and process indemnities for mortgages.	Executive Director for Finance and Corporate Services	In consultation with the Director for Housing

Housing Act 1985 - Part 2, Section 9	The acquisition of residential property for single family occupation and hostel use.	Executive Director for Finance and Corporate Services	In consultation with the Director for Housing and the Director for Legal Services
General - Prevent	To sign off the use of external Home Office funding allocated to the borough for the Prevent Programme	Executive Director for Finance and Corporate Services	The Leader and the Deputy Leader

H&F Monitoring Officer Register of Authorities

The responsibilities of the Monitoring Officer, as defined by statute, are set out in the Constitution at Articles 11 and 14 of the Constitution. These include maintaining and reviewing the Constitution and supporting the Standards Committee. The specific functions in the schedule below are those delegated by the Council, including those where authorisation of expenditure is involved.

Legislation	Function	Authorising Officer
The Local Government and Housing Act 1989, Local Government Act 2000 the Local Authorities (Code of Conduct) (Local Determination) Regulations 2003 (as amended) The Localism Act 2011 and any subsequent legislation relating thereto	Undertake the duties of Monitoring Officer, in accordance with the Local Government and Housing Act 1989, Local Government Act 2000, the Local Authorities (Code of Conduct) (Local Determination) Regulations 2003 (as amended), The Localism Act 2011 and any subsequent legislation relating thereto.	Assistant Director – Democratic, Registration and Coroner’s Services and Assistant Director for Legal Services
S29 of the Localism Act 2011	The monitoring officer of a relevant authority must establish and maintain a register of interests of members and co-opted members of the authority.	Assistant Director – Democratic, Registration and Coroner’s Services
General	As the Council’s Monitoring Officer, to incur such expenditure as is necessary for financial, legal or other advice in meeting statutory responsibilities.	Assistant Director – Democratic, Registration and Coroner’s Services and Assistant Director for Legal Services
General	To convene meetings and hearings of the Sub Committees of the Standards Committee, and to conduct such investigations as are necessary into written allegations of misconduct.	Assistant Director – Democratic, Registration and Coroner’s Services and

		Assistant Director for Legal Services
General	To make payments in settlement or remedy of complaints, in line with guidance issued by the Commission for Local Administration (the Ombudsman) up to a maximum of £30,000, any higher figure requiring consultation with the relevant Executive member.	Assistant Director for Legal Services
General	<p>In consultation with the Leader, Chief Whip and Opposition Whip, to make changes to the Constitution when necessary in the following cases:-</p> <p>(a) to Part Three (Responsibility for Functions) as may be necessary to reflect any decision made by a person or body with the authority to delegate or sub-delegate powers to exercise executive or non-executive functions;</p> <p>(b) to Article 11.01 and Part 7 (Management Structure) as may be necessary to reflect any changes made in the allocation of functions to officers;</p> <p>(c) such changes as may be necessary to comply with or give effect to any legislative requirements;</p> <p>(d) such other changes of an editorial nature as may seem appropriate to make the Constitution internally consistent, up-to-date and readily understandable.</p> <p>Any changes made by the Monitoring Officer shall be reported to the next available Council meeting for information</p>	Assistant Director – Democratic, Registration and Coroner’s Services and Assistant Director for Legal Services
Local Government & Housing Act 1989 and Local Government Act 2000	To sign the lease for the Mayoral car.	Assistant Director – Democratic, Registration and Coroner’s Services

Local Government & Housing Act 1989 and Local Government Act 2000	To arrange substitute members for the Licensing Sub-Committee, drawn from the full membership of the Licensing Committee, in the event that the appointed members are unable to attend.	Assistant Director – Democratic, Registration and Coroner’s Services
Local Government & Housing Act 1989 and Local Government Act 2000	To approve expenditure for Councillors on training courses and conferences, within the Council’s approved scheme.	Assistant Director – Democratic, Registration and Coroner’s Services

H&F People's Services Departmental Register of Authority

Part 1: Functions Delegated to The Executive Director

The Executive Director of People's Services and DCS may exercise the following functions. Additionally, the Executive Director may authorise other officers to undertake the delegation on their behalf as set out in this register. Where post titles have been amended the authority can be exercised by the new equivalent post until the register is amended.

If the Executive Director of People's Services and DCS is unable to act for any reason, the Director Adult Social Care (DASS) the Director of Education and SEND or the Operational Director for Children and Young People's Service, the Chief Executive or the Chief Executive's nominated SLT member/s may discharge all of the functions set out below.

For the avoidance of doubt, in all cases where the exercise of executive functions is not specifically reserved to the Executive, those functions are deemed to be delegated to the Chief Executive and the Chief Officer with responsibility for the relevant function.

The Executive Director of People's Services and DCS may authorise proper officers employed by other local authorities to exercise these functions under agreed joint arrangements.

SPECIFIC DECISION AND FUNCTIONS DELEGATED IN CHILD PROTECTION AND CHILD IN NEED INCLUDING DISABLED CHILDREN'S TEAM	
Decision/Function	Authorised Officers
To make arrangements for the provision of services and assistance whether in kind or in cash to children in need, their families and others, pursuant to S.17 of the Act, or direct payment to qualifying persons under S.17A. (Children Act 1989) subject to the financial limits	Operational Director, Children and Young People Service (CYPS) up to £10,000 Head of Service up to £5,000 Team Manager/DTM/PSW up to £500

<p>To make arrangements for the provision of services and assistance for eligible disabled children whether in kind or in cash to children in need, their families and others, pursuant to S.17 of the Children Act 1989, or direct payment to qualifying persons under S.17A. and in line with statutory duties on the Chronically Sick and Disabled Persons Act 1970 subject to the financial limits and Short Breaks Panel process</p>	<p>Short Breaks Panel Chairs (The Chairs can be Service Manager Short Breaks, Service Manager Disabled Children's Team, Operational Director of Education and SEND, Head of Disability Services and DSCO, Centre Manager Stephen Wiltshire Centre)</p> <p>Outside of panel up to a £5,000 limit Head of Disability Services and DSCO /Service Manager Short Breaks/Team Manager Disabled Children's Team/Centre Manager Stephen Wiltshire Centre</p>
<p>Decisions to provide ongoing accommodation and subsistence for persons with no recourse to public funds under S.17</p>	<p>Head of Service Family Support and Child Protection Head of Children Looked After and Care Leavers Head of Service Contact & Assessment Contact and Assessment Head of Service Family Assist Head of Disability Services and DSCO</p>
<p>Decision to initiate S.47 enquiries</p>	<p>Team Manager Contact and Assessment Team Manager Family Support and Child Protection Team Manager Children Looked After Team Manager Care Leavers Team Manager Disabled Children's Team</p>
<p>Decision to take no further action following S.47 enquiries</p>	<p>Team Manager Contact and Assessment</p>

	<p>Team Manager Family Support and Child Protection</p> <p>Team Manager Children Looked After</p> <p>Team Manager Care Leavers</p> <p>Team Manager Disabled Children's Team</p>
Decision to convene a Child Protection Conference following S.47 enquiries	<p>Team Manager Contact and Assessment</p> <p>Team Manager Family Support and Child Protection</p> <p>Team Manager Children Looked After</p> <p>Team Manager Care Leavers</p> <p>Team Manager Disabled Children's Team</p>
Decision to terminate a Child Protection Plan	Multi-agency decision ratified by Child Protection Chair/Advisor
Decision to transfer case responsibility for a child/young person from one local authority to another	<p>Team Manager Contact and Assessment</p> <p>Team Manager Family Support and Child Protection</p> <p>Team Manager Children Looked After</p> <p>Team Manager Care Leavers</p> <p>Team Manager Disabled Children's Team</p>
SPECIFIC DECISION AND FUNCTIONS DELEGATED IN INITIATING LEGAL PROCEEDINGS INCLUDING DISABLED CHILDREN'S TEAM	

Decision/Function	Officer Responsible
<p>Authorise the institution of legal proceedings for Emergency Protection Order, Interim Care Order, Interim Supervision Order under the Children Act 1989 and associated legislation and provide continuing instructions in the proceedings, unless such authorisation is specifically reserved to a more senior officer.</p>	<p>Head of Service Family Support and Child Protection Head of Children Looked After and Care Leavers Head of Service Contact & Assessment Head of Disability Services and DSCO</p>
<p>Authorise the institution of proceedings to apply for a secure accommodation order under Section 25 of the Act and extension of such orders</p>	<p>Operational Director CYPS</p>
<p>Authority to decide on a placement in Secure Accommodation without an Order for up to 72 hours</p>	<p>Operational Director CYPS</p>
<p>Authority to apply for a Placement Order</p>	<p>Operational Director CYPS Head of Service Performance & Improvement Head of Safeguarding</p>
<p>Decisions to approve payment of the legal expenses of applicants for a Child Arrangement Order or other Section 8 Orders in respect of children in care to the extent that they are not met by Legal Aid</p>	<p>Head of Service Family Support and Child Protection Head of Care Leavers and Care Leavers Head of Service Contact & Assessment Head of Service Family Assist Head of Disability Services and DSCO (subject to funding approval rates)</p>
<p>Endorsing the Care Plan for the final hearing</p>	<p>Head of Service Family Support and Child Protection Head of Care Leavers and Care Leavers Head of Service Contact & Assessment</p>

	Head of Disability Services and DSCO
Decision to apply for discharge or variation of a Care Order or Supervision Order (including extension of a Supervision Order)	Head of Service Family Support and Child Protection Head of Care Leavers and Care Leavers Head of Service Contact & Assessment Head of Disability Services and DSCO
SPECIFIC DECISION AND FUNCTIONS DELEGATED IN CHILDREN LOOKED AFTER INCLUDING CONTACT AND ASSESSMENTS HELD IN THE DISABLED CHILDREN'S TEAM	
Decision/Function	Officer Responsible
Decision to accommodate a child	Operational Director CYPS AD performance & Improvement Operational Director, Education and SEND and delegated authority through children's resource panel
Authorise placements of Looked After children with "in-house" providers/foster carers	Operational Director CYPS Operational Director, Education and SEND and delegated authority through children's resource panel
Authorise placements of Looked After children with external providers of residential care or foster carers from an independent fostering agency	Operational Director CYPS Operational Director, Education and SEND and delegated authority through children's resource panel
Authorise placements of Looked After children with external providers of	Operational Director, Education and SEND

residential special schools for disabled children held in the Disabled Children's Team.	
Decision to place a child who is the subject of a Care Order or Interim Care Order with parents or persons with Parental Responsibility	Operational Director CYPS
Agreement to a young person remanded to local authority care being placed at home or with friends	Operational Director CYPS
Notification to discharge from care a child/young person aged 16 or 17 who has been accommodated under Section 20	Operational Director CYPS
Temporary approval of Family and Friends under Reg 24 (Connected FC)	Operational Director CYPS and delegated authority through children's resource panel
Permission to go abroad (for a child subject of a Care Order, s33 (8) Children Act 1989	Operational Director CYPS
Consent to termination of pregnancy for children in care subject to consideration of whether the child can give consent, ensuring that the LA has parental responsibility for the child and that it is reasonable for the LA to give consent, without making an application to the High Court	Operational Director CYPS
Change of Name of a Looked After Child	Operational Director CYPS
Permission for a child subject of a Care Order to marry	Operational Director CYPS

Decision to apply for a Recovery Order, s50 Children Act 1989, for a child who is in care, the subject of an EPO or in Police protection.	Head of Service Family Support and Child Protection Head of Care Leavers and Care Leavers Head of Service Contact & Assessment Head of Disability Services and DSCO
Authority to apply for a Deprivation of Liberty Order	Head of Service Family Support and Child Protection Head of Care Leavers and Care Leavers Head of Service Contact & Assessment Head of Disability Services and DSCO
Decision to refuse parental contact with a child subject to a Care Order for up to seven days in an emergency when it is necessary to do so in order to safeguard or promote the child's welfare. s34 (6) Children Act 1989. The Head of Service must set a date to review the decision and seek legal advice as to whether to return to Court for an order under s34 (4) of the Children Act 1989	Head of Service Family Support and Child Protection Head of LAC and Care Leavers Head of Service Contact & Assessment Head of Disability Services and DSCO
Decision to apply for an Order authorising the Authority to refuse contact s34 (4) Children Act 1989	Head of Service Family Support and Child Protection Head of LAC and Care Leavers Head of Service Contact & Assessment Head of Service Family Assist Head of Disability Services and DSCO
Medical consent for a child subject of Care Order: Routine medical treatment	Team Manager Contact and Assessment Team Manager Family Support and Child Protection

	<p>Team Manager Children Looked After and Care Leavers</p> <p>Team Manager Disabled Children's Team</p>
Emergency medical treatment which may or may not involve general anaesthetic	<p>Head of Service Family Support and Child Protection</p> <p>Head of LAC and Care Leavers</p> <p>Head of Service Contact & Assessment</p> <p>Head of Service Family Assist</p> <p>Head of Disability Services and DSCO</p>
Planned medical treatment involving surgery and general anaesthetic Parental involvement should always be considered and only excluded if not in the child's best interests	<p>Operational Director CYPS</p> <p>Operational Director, Education and SEND</p>
Change in school without a change of placement	<p>Head of Service Family Support and Child Protection</p> <p>Head of LAC and Care Leavers</p> <p>Head of Service Contact & Assessment</p> <p>Head of Service Family Assist</p> <p>Head of Disability Services and DSCO</p>
Notification to Ofsted following the death of a child looked after/ serious harm to a child in a Children's Home/ Foster Care. Schedule 2 para 20 Children Act 1989. Notification to Secretary of State and all with PR	<p>Operational Director CYPS</p>
CYPS – SPECIFIC DECISION AND FUNCTIONS DELEGATED IN FOSTERING/ADOPTION/PERMANENCE	
Decision/Function	Authorised Officers

Authorise Fostering for Adoption	Operational Director CYPS
Approval (and de-registration) of adopters	Operational Director CYPS Head of Service Performance & Improvement Head of Safeguarding upon ALW Panel's recommendation
Approval (and de-registration) of foster carers	Operational Director CYPS Head of Service Performance & Improvement Head of Safeguarding upon ALW Panel's recommendation
Decision to present adoptive parent application to Adoption and Fostering Panel	Operational Director CYPS
Clearance of adoption/permanency applications where offences are identified on DBS checks	Head of Service Family Support and Child Protection Head of LAC and Care Leavers Head of Service Contact & Assessment Head of Service Family Assist
Decision that adoption is in the best interest of the child	Operational Director CYPS Head of Service Performance & Improvement Head of Safeguarding
Authorise any exemptions from the usual fostering limit for foster carers living in the local authority area	Operational Director CYPS Head of Service Performance & Improvement Head of Safeguarding

Approval of Foster Carer Reviews (Year 1 and where circumstances have changed, and approval varied)	Operational Director CYPS Head of Service Performance & Improvement Head of Safeguarding
Approval of Foster Carer Reviews (cases which are not required to be presented to Fostering Panel)	Fostering IRO Operational Director CYPS Head of Service Performance & Improvement Head of Safeguarding
Decision to present foster carer application to Fostering Panel	Team Manager Contact and Assessment Team Manager Family Support and Child Protection Team Manager LAC Team Manager Disabled Children's Team
Clearance of foster carer applications where offences are identified on DBS checks	Head of Service Family Support and Child Protection Head of LAC and Care Leavers Head of Service Contact & Assessment Head of Service Family Assist
Authorise Special Guardianship as the permanence plan for a Looked After child	Head of Service Family Support and Child Protection Head of LAC and Care Leavers Head of Service Contact & Assessment Head of Service Family Assist
Authorise the level of special guardianship support to be provided, including financial support to special guardians	Head of Service Family Support and Child Protection Head of LAC and Care Leavers

	Head of Service Contact & Assessment Head of Service Family Assist
CHILDREN'S SERVICES INCLUDING COMMISSIONING, EDUCATION AND SPECIAL EDUCATIONAL NEEDS & DISABILITIES	Authorised Officers
<ul style="list-style-type: none"> a) Capital expenditure <ul style="list-style-type: none"> • Approval of planned and reactive spend for schools within the school capital programme on the Council's contract framework • Urgent reactive works that have H&S or business continuity implications within the reactive maintenance budget approved b) Urgent reactive works that have H&S or business continuity implications within the reactive maintenance budget approved 	<ul style="list-style-type: none"> a) Operational Director of Education & SEND Operational Director CYPS Director Commissioning Transformation and Health Partnerships AD Performance & Improvement up to £100,000 b) Head of Assets and Resources up to £70,000 c) Service Manager Education Assets up to £50,000
Authority to award contracts up to the EU threshold in compliance with the Contract Standing Orders	Operational Director of Education and SEND Operational Director CYPS Director Commissioning Transformation and Health Partnerships AD Performance & Improvement following the Commissioning & Transformation Board
Revenue expenditure within available budget subject to decision paper with approved financial and legal implications. Up to the EU threshold	Operational Director of Education and SEND Operational Director CYPS Director Commissioning Transformation and Health Partnerships AD Performance & Improvement

EHCPs - AUTHORISATION TO FINALISE EDUCATION, HEALTH AND CARE PLAN (EHCPs) and SPECIFY RESOURCES in Section F, Part 3 – Children and Families Act 2014	
Sections 36, 39, 40, 42 and 63 of the Children and Families Act 2014 and Regulations 13 and 14 of the Special Education Needs and Disabilities Regulations 2014	
Decision/ Function	Authorised Officers
In line with EHCP Panel process Finalise and sign EHC Plans and Top-up ages 0-25 Change of mainstream placement EHCP Top-up ages 0-25 Change of placement specified in Section I of EHC Plans from mainstream settings to special or additionally resourced provision ages 0-25 Commission Home Tuition Service ages 0-25	Operational Director of Education and SEND Strategic Head of SEND EHC Casework Service Manager EHC Casework Team Leader Performance, Data and Quality Improvement Manager Head of Disability Services Service Manager Disabled Children's Team
Expenditure in relation to Education, Health, and Care Plans outside of top-up and place funding.	Operational Director of Education and SEND over £50,000. Strategic Head of SEND, up to £50,000. Service Manager EHC Casework, up to £15,000.
EDUCATION	
The purchase of SEND Support equipment	Operational Director of Education and SEND up to £100,000 Strategic Head of SEND, up to £50,000 Head of SEND Support and Early Years up to £15,000

<p>Authorise SENIF/Inclusion Funding (Special Educational Needs Inclusion Fund) Funding for Early Years providers, SEN Inclusion and Contingency funding to mainstream, maintained and academy schools in all phases</p> <p>Education and Skills Funding Agency: Operational Guide Early Years Entitlements: Local Authority funding of providers</p> <p>Children's and Families Act 2014</p>	<p>Operational Director of Education & SEND up to £100,000 Strategic Head of SEND up to £50,000 HOS Early Years SEN Support /Panel Chair up to £15,000 per decision.</p> <p>Strategic Head of SEND, up to £50,000</p> <p>EHCP Panel Chair or SEND Support Panel Chair up to £15,000 per decision</p> <ul style="list-style-type: none"> • Service Manager EHC Casework • Team Leader EHC Casework • Head of SEND Support and Early Years
<p>To assist the department with coordinating all aspects of the Children Act 1989 Representations Procedure (England) Regulations 2006, including:</p> <ul style="list-style-type: none"> • Appoint Investigating Officers, Review Panel lists and Independent Persons. • Appoint independent mediators to support the resolution of resident concerns 	<p>AD Performance and Improvement</p> <p>Customer Care and Data Protection Manager</p>

<p>To institute proceedings on behalf of the Authority against the parent of a child of compulsory school age in respect of the failure of such child to attend regularly at the school at which he/she is a registered pupil, where the following circumstances obtain:</p> <p>(a) where there has been a continuing pattern of failure by the child to attend the school regularly otherwise than by reason of absence with leave or for the reasons set out in sub-section (3)(a) and (b)(c) or 4 of the said Section 444 and such pattern of failure extends over a period of not less than one month and;</p> <p>(b) where there is evidence of a lack of co-operation in the matter of school attendance by the parent of the child or by both the parent and the child and;</p> <p>(c) where one written warning has been given on behalf of the local authority that proceedings may be instituted, provided that no proceedings shall be instituted until after the expiry of ten days from the date of the written warning.</p>	<p>Operational Director of Education & SEND Head of Assets and Resources Head of Attendance, Child Employment (ACE) & Admissions</p>
<p>To serve school attendance orders on the parents of any children failing to perform their duty to secure the education of their children and to institute proceedings against any parent who fails to comply with the requirements of such an order.</p>	<p>Operational Director of Education & SEND Head of Assets and Resources Head of ACE & Admissions</p>
<p>Provided the health of the child will not suffer, to grant licences to children resident in the Borough who are taking part in public entertainment.</p>	<p>Operational Director of Education & SEND Head of Assets and Resources Head of ACE & Admissions</p>
<p>To recommend institution of proceedings where such action is warranted, and the AD of Legal Services advises that there is sufficient evidence to do so.</p>	<p>Operational Director of Education & SEND</p>
<p>To issue licences in respect of the employment of children.</p>	<p>Operational Director of Education & SEND Head of Assets and Resources Head of ACE & Admissions</p>
<p>To institute proceedings under any employment of children byelaws.</p>	<p>Operational Director of Education & SEND Head of Assets and Resources Head of ACE & Admissions</p>

In schools without delegated budgets, to decide on the suspension of a schoolteacher and whether the circumstances warranted suspension with or without pay.	Operational Director of Education & SEND
To appoint or dismiss the clerks of governing bodies of county schools without delegated budgets.	Operational Director of Education & SEND
To authorise the implementation of the pay discretions for schoolteachers in accordance with the local authority's schoolteachers Pay Policy.	Operational Director of Education & SEND
To hire and dismiss headteachers across Local Authority maintained schools	Operational Director of Education & SEND

ADULT SOCIAL CARE AND PUBLIC HEALTH	
CARE ACT 2014	
Function	Authorising Officer(s)
To arrange for the effective operation of the Council's responsibilities under the Care Act 2014 and all relevant social care legislation for the assessment, purchase and provision of social care services, with appropriate review processes, for adults including people with disabilities, older people, people with mental health needs, people with substance misuse problems, adults with learning disabilities (including people with autistic spectrum disorder and a dual diagnosis incorporating mental health needs and learning disability) and people with HIV/AIDS.	Director Adult Social Care
To administer a system of charging for residential care and domiciliary care services, if such charges have been approved by the Council, consistent with the Care Act 2014, the Care and Support (Charging and Assessment of Resources) Regulations and the Care Act statutory guidance	Director Adult Social Care Head of Finance (ASC)
To make arrangements whereby the Council meets its safeguarding responsibilities in accordance with the Care Act 2014 and accompanying statutory guidance, ensure that a borough Safeguarding Adults Board meets regularly and agrees multi-agency policies and procedures to protect vulnerable adults, and produces a yearly strategic plan and an annual report.	Director Adult Social Care Strategic Lead for Safeguarding

<p>To promote the welfare and independence of, and ensure the protection of vulnerable adults through the assessment of needs, the arrangement of services and the provision of facilities and assistance, where appropriate, to meet those needs, for adults and their carers, including the making of direct payments.</p>	<p>Director Adult Social Care Assistant Director Head of Service Front Door and Safeguarding Head of Service Community Head of Service Specialist Services Head of Service Occupational Therapy</p>
<p>To take reasonable steps to prevent or mitigate the loss or damage where it appears to the Council that there is a danger of loss or damage to movable property of an adults in the authority's area where an adult is having needs for care and support met by the provision of accommodation, or is admitted to hospital</p>	<p>Director Adult Social Care Assistant Director Client Finance Manager</p>
<p>To make arrangements or a direct payment for the provision of services and support.</p>	<p>Director Adult Social Care Assistant Director up to £2m per annum per resident</p> <p>Head of Service Front Door and Safeguarding Head of Service Community Head of Service Specialist Services Head of Service Occupational Therapy up to £500,00 per annum per resident</p> <p>Team Manager up to £5000 per annum per resident</p>
THE NATIONAL HEALTH SERVICES ACT 2006	
<p>To refer disputes with other local authorities over the ordinary residence of clients to the Secretary of State for resolution.</p>	<p>Director Adult Social Care</p>
<p>In agreement with the Assistant Director of Legal and Democratic Services and the Chief Executive to enter into agreements with the Hammersmith & Fulham CCG and/or other NHS bodies in accordance with section 75 of the National Health</p>	<p>Director Adult Social Care</p>

Services Act 2006 including: (a) the pooling of local authority and NHS funds (b) agreeing to joint and/or lead agency commissioning arrangements (c) agreeing to joint and/or lead agency integrated provision of services (d) the sharing of information systems on such terms as considered appropriate	
MENTAL HEALTH ACT 1983	
To authorise officers to act as Approved Mental Health Professionals	Director Adult Social Care
To take such action as may be necessary for the administration of a person's affairs where that person is unable to do so by reason of mental disorder (within the meaning of the Mental Health Act 1983) and for managing his affairs in accordance with any direction which might be issued by the Court of Protection (for Deputyship under the Mental Capacity Act 2005)	Director Adult Social Care Team Manager Mental Health Team Manager AMPHS Team Manager LD Team Manager Transitions
To authorise an application by an approved mental health professional to the County Court for an Order substituting an approved mental health professional or any other specified person as the nearest relative of a person suffering from mental disorder (within the meaning of the Mental Health Act 1983)	Approved Mental Health Professional
To decide whether or not persons should be received into the Guardianship of the Council in accordance with the provisions of the Act.	Approved Mental Health Professional
MENTAL CAPACITY ACT 2005	
To make decisions on behalf of the Council as the supervising body where a request is made by a managing authority for the authorisation of a deprivation of liberty.	Best Interest Assessors
To apply to the Court of Protection where authorisation of a deprivation of liberty is necessary but cannot take place under the Mental Capacity Act Schedule A1 process.	Director Adult Social Care Assistant Director Team Manager Mental Health Team Manager AMPHS Team Manager LD Team Manager Transitions
To apply to the Court of Protection under the Mental Capacity Act 2005 for Deputyship for Property and Affairs or for Welfare as necessary or to apply under the Court's inherent jurisdiction as appropriate.	Director Adult Social Care Assistant Director Team Manager Mental Health Team Manager AMPHS Team Manager LD

	Team Manager Transitions
GENERAL	
To authorise officers to act in connection with the powers and duties conferred on the Council to institute or defend on behalf of the Council proceedings before any court and to appear on behalf of the Council before such a court in any proceedings instituted by the Council, or on the Council's behalf, or against the Council.	Director Adult Social Care Assistant Director Head of Service Front Door and Safeguarding Head of Service Community Head of Service Specialist Services Head of Service Occupational Therapy
To enter into arrangements with the private and voluntary sector for the provision of the facilities and services already the subject of delegation to the Director under this scheme.	Director Adult Social Care
Capital expenditure a) Disability Facilities Grant scheme for adaptations and equipment to residents' premises following assessment b) General capital expenditure	DFG Scheme – Assistant Director Neighbourhoods Head of Occupational Therapy Director Adult Social Care up to £100,000
Authority to award contracts up to the EU threshold in compliance with the Contract Standing Orders	Director Adult Social Care Director Commissioning Transformation and Health Partnerships Director of Public Health

Revenue expenditure within available budget subject to decision paper with approved financial and legal implications. Up to the EU threshold	Director Adult Social Care
Authority to novate a spot contract with a care home where there is no additional financial implication.	Director Adult Social care

Part 2: Functions delegated to the Executive Director in consultation / conjunction with other officers

The Executive Director of People's Services may authorise proper officers employed by other local authorities to exercise these functions on their behalf under agreed joint arrangements.

Legislation	Function	In consultation / conjunction with
Non-statutory	To enter into any arrangements with the Royal Borough of Kensington and Chelsea, the City of Westminster and other agencies on any outstanding general financial issues that relate to the former responsibilities of the London Residuary Body.	Chief Executive
Non-statutory	To enter into any arrangements with the Royal Borough of Kensington and Chelsea, Westminster City Council or other agencies on any outstanding general non-financial issues relating to any former responsibilities from the London Residuary Body. Any such arrangements will be reported to the Cabinet Member for Children's Services for information.	Other relevant Directors
Non-statutory	To respond to outside bodies including Central Government Departments on matters of a professional or operational nature, within the department's remit and within established Council policy.	Other relevant Directors
Non-statutory	To respond to Government Circulars and new aspects of current legislation which fall within the portfolios of the Cabinet member for Children's Services where the Council has already established its overall policy framework. Details of the response are to be sent to the relevant opposition representatives.	Other relevant Directors and the appropriate Cabinet Member
Non-statutory	To undertake consultation and liaison relating to the nature of the service in the authority and to proposed changes in any policy.	The appropriate Cabinet Member and Deputy Leader
Non-statutory	To authorise the publication and dissemination of information and publicity relating to the Children's Services in the authority, in accordance with the Strategic Plan and any other Policy agreed by the Council.	The corporate Communications team and with the Cabinet Member for publications listed in the corporate communications protocol.

1996 Education Act and Regulations made thereunder	To authorise school licensed deficit applications.	Director of Finance
1997 Education Act and Regulations made thereunder	To respond to appeals made by parents to the Special Educational Needs Tribunal.	AD Legal Services
1998 Education Act and Regulations made thereunder	To determine the resourcing of educational establishments and the creation of posts and staffing complements in educational establishments which do not have delegated budgets within the approved budget and policies of the service.	Head of Finance
1999 Education Act and Regulations made thereunder	To approve requests for the change of use of grants by voluntary organisations up to 10% of the total grant or a maximum sum of £5,000, whichever is the lesser.	Chief Executive
2000 Education Act and Regulations made thereunder	To authorise supplementary payments of grant-aid to voluntary organisations in relation to an unforeseen increase in costs which have already been approved as part of a grant (e.g. salaries, rent), subject to money being identified within an existing budget.	Chief Executive
Local Government (Miscellaneous Provisions) Act 1982	Section 40 - To institute legal proceedings against an individual who is unlawfully present on education premises and who is causing or permitting a nuisance or disturbance on said property.	AD Legal Services
Children Act 1989	Section 36 - To apply to the Family Proceedings Court for an Education Supervision Order.	AD Legal Services
Children Act 1989	Schedule 3, Part 111 - To exercise the powers of the LEA in respect of Education Supervision Orders and to institute proceedings in the Magistrates' Court if the parent fails to comply with the directions of the Order.	AD Legal Services
Local Government Act 1972	To authorise officers to appear on behalf of the Authority in proceedings being conducted in the Magistrates Court.	AD Legal Services
Local Government Act 1972	To sign all legal and quasi-legal agreements between the Council and outside parties.	AD Legal Services
Local Government Act 1972	To enter into contracts for the provision of services to outside bodies, including Governing Bodies.	AD Legal Services

Local Government Act 1972	To approve the letting of premises held by the Children's Services Department for periods not exceeding two years, provided that such lettings do not create security of tenure.	Executive Director of People's Services and Executive Director Place
Local Government Act 1972	To appoint to School Governing Bodies in situations where a vacancy needs to be filled in less than three weeks.	Cabinet Member for Children and Education
Local Government Act 1972	To agree appointments to the Standing Advisory Council for Religious Education.	Cabinet Member for Children and Education
Local Government Act 1972	To set levels of fees and charges for services up to £10,000 per annum within approved estimates.	Cabinet Member for Children and Education
Local Government Act 1972	To authorise funding for placements of children in Out of Borough special boarding schools.	Chief Executive
Local Government Act 1972	To agree affiliation to appropriate educational establishments.	Cabinet Member for Children and Education
Local Government Act 1972	To agree minor changes to the names of existing schools.	Cabinet Member for Children and Education
Local Government Act 1972	To establish temporary school Governing bodies.	Cabinet Member for Children and Education

H&F Place Departmental Register of Authorities

Functions Delegated to the Executive Director of Place

The Executive Director of Place is authorised to interpret, apply, take action and make representations under the following statutory Provisions, Regulations, or Orders insofar as it is within the Council's power to do so. Unless stated otherwise, the authority applies to the whole statute and subordinate legislation and any re-enactment thereof.

The Executive Director of Place may authorise other officers to undertake the delegation on their behalf as set out in this register. Where post titles have been amended the authority can be exercised by the new equivalent post until the register is amended.

The Executive Director of Place is authorised to interpret, apply, take action and make representations under the following statutory Provisions, Regulations, or Orders insofar as it is within the Council's power to do so. Unless stated otherwise, the authority applies to the whole statute and subordinate legislation and any re-enactment thereof

For the avoidance of doubt, in all cases where the exercise of executive functions is not specifically reserved to the Executive, those functions are deemed to be delegated to the Chief Executive and the Chief Officer with responsibility for the relevant function.

Legislation	Function	Proper Officer(s)
The Smoke and Carbon Monoxide Alarm (England) Regulations 2015 and 2022 (Section 150(1) of the Energy Act 2013)	Sec 5 Power to serve a remedial notice, serve notices and initiate proceedings for non-compliance. Power to impose a financial penalty for non-compliance with these regulations.	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Assistant Director Housing Standards, Private Sector Housing Manager

Legislation	Function	Proper Officer(s)
Electrical Safety Standards in the Private Rented Sector Regulations 2020 (Sections 122/123 Housing and Planning Act 2016)	<p>Power to investigate offences, serve notices and initiate proceedings for non-compliance.</p> <p>Power to impose a financial penalty for non-compliance with these regulations.</p>	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Assistant Director Housing Standards, Private Sector Housing Manager
Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015 (Chapter 2 of the Energy Act 2011)	<p>Power to investigate offences, serve notices and initiate proceedings for non-compliance with regulations 23 and 27 (prohibition on letting of sub-standard property)</p> <p>Power to impose a financial penalty for non-compliance with these regulations</p>	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Assistant Director Housing Standards, Private Sector Housing Manager
Accommodation Agencies Act 1953	S 1 Prohibition of demands for all acceptance of money for registering names of people who are seeking to rent houses or supplying them with lists of addresses.	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Environmental Health Officer, Trading Standards Officer (DTS and Non DTS.), Private Sector Housing Manager Head of Regulatory Services

Legislation	Function	Proper Officer(s)
Accommodation Agencies Act 1953	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Administration of Justice Act 1970	S 40 Punishment for unlawful harassment of debtors.	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
African Horse Sickness (England) Regulations 2012	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Agricultural Produce (Grading and Marketing) Act 1928. Amended 1931	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Environmental Health Officer, Trading Standards Officer (DTS and Non DTS.), Private Sector Housing Manager, Head of Regulatory Services, Public Protection and Safety Officer, Corporate Health and Safety Officer
Agriculture (Miscellaneous Provisions) Act 1968	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Environmental Health Officer, Trading Standards Officer (DTS and Non DTS.), Private Sector Housing Manager, Veterinary Surgeon or Veterinary Practitioner, Public Protection and Safety Officer Corporate Health and Safety Officer
Agriculture Act 1970	S67	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Animal Boarding Establishments Act 1963	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading

Legislation	Function	Proper Officer(s)
		Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Animal By-Products (Enforcement) (England) Regulations 2011	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Environmental Health Officer, Trading Standards Officer or Senior Trading Standards Officer, Private Sector Housing Manager, Veterinary Surgeon or Veterinary Practitioner, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Any post incorporating the words "Pest Control Officer"
Animal By-Products (Enforcement) (England) Regulations 2013	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Environmental Health Officer, Trading Standards Officer or Senior Trading Standards Officer, Private Sector Housing Manager, Veterinary Surgeon or Veterinary Practitioner, Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Any post incorporating the words "Pest Control Officer"
Animal Health and Welfare Act 1984	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Environmental Health Officer, Trading Standards Officer or Senior Trading Standards Officer, Private Sector Housing Manager, Veterinary Surgeon or Veterinary Practitioner, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, any post incorporating the words "Pest Control Officer"

Legislation	Function	Proper Officer(s)
Animal Health Act 1981	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Animal Health Act 2002	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Environmental Health Officer, Trading Standards Officer or Senior Trading Standards Officer, Private Sector Housing Manager, Veterinary Surgeon or Veterinary Practitioner, Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, any post incorporating the words "Pest Control Officer"
Animal Health and Welfare Act 2013	As appropriate	
Animal Welfare Act 2006	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Animals Act 1971	As appropriate	Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Animals and Animal Products (Import and Export) Regulations 2006 (as amended)	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Environmental Health Officer, Trading Standards Officer or Senior Trading Standards Officer, Private Sector Housing Manager, Veterinary Surgeon or Veterinary Practitioner, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Any post incorporating the words "Pest Control Officer"
Anti-Social Behaviour Act 2003	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading

Legislation	Function	Proper Officer(s)
		Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Anti-Social Behaviour Crime and Policing Act 2014	As appropriate	Director of Public Protection, Assistant Director Community Safety, Assistant Director Housing Standards, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer, Director of Public Realm, Assistant Director of Street Environment Services, Director of Housing Standards
Biofuel Labelling Regulations 2004	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Bluetongue Regulations 2003	As appropriate	Director of Public Realm, Assistant Director Highways
Breeding of Dogs Act 1973	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Brucellosis (England) Order 2015	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Building (Inner London) Regulations 1985-87	Implemented the National Building Regulations to Inner London and repealed or modified certain provisions of the London Building Acts which overlapped or conflicted with the national regulations.	Assistant Director Building Control, Principal Building Control Officer, Senior Building Control Officer, Building Control Officer, Principal Structural Engineer / Means of Escape Fire Safety, Surveyor / Senior Structural Engineer / Means of Escape Fire Safety Surveyor, Assistant Director of Building Control

Legislation	Function	Proper Officer(s)
Building Act 1984	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Quality Manager, Assistant Director of Building Control, Environmental Health Officer
Building Act 1984 and Party Wall Act 1996	In respect of Council-owned or leased property – authority to deal with all matters under the Acts, as pertains to building owner or occupier of property	Director for Planning and Property, Head of Operations – Property Services
Building Safety Act 2022 Sections 123 and 124	Power to make an application for a Remediation Order or a Remediation Contribution Order in respect of Higher Risk Buildings	Assistant Director Environmental Health and Regulatory Services, Assistant Director Housing Standards, Private Sector Housing Manager
Building Regulations (Approved Inspectors etc.) Regulations 2010 (“the new A1 Regulations”) as amended	As appropriate	Assistant Director Building Control, Principal Building Control Officer, Senior Building Control Officer, Building Control Officer, Principal Structural Engineer / Means of Escape Fire Safety, Surveyor / Senior Structural Engineer / Means of Escape Fire Safety Surveyor, Assistant Director of Building Control
Building Regulations 2010 (“the new Principal Regulations”) as amended	As appropriate	Assistant Director Building Control, Principal Building Control Officer, Senior Building Control Officer, Building Control Officer, Principal Structural Engineer / Means of Escape Fire Safety, Surveyor / Senior Structural Engineer / Means of Escape Fire Safety Surveyor, Assistant Director of Building Control
Business Names Act 1985	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards

Legislation	Function	Proper Officer(s)
		Manager, Licensing Manager, Environmental Health Officer, Trading Standards Officer or Senior Trading Standards Officer, Private Sector Housing Manager, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, any post incorporating the words "Pest Control Officer", Director of Public Realm, Assistant Director of Street Environment Services
Business Protection from Misleading Marketing Regulations 2008	As appropriate	Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services
Cancer Act 1939	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Caravan Sites Act 1968	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Environmental Health Officer, Trading Standards Manager, Licensing Manager, Assistant Director of Parking Services, Parking Services managers, team leaders and officers.
Caravan Sites and Control of Development Act 1960	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Environmental Health Officer, Trading Standards Manager, Licensing Manager.
Cat and Dog Fur (Control of Import, Export and Placing on the Market) Regulations 2008	As appropriate	Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer

Legislation	Function	Proper Officer(s)
Cattle Identification Regulations 2007	As appropriate	Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Celluloid and Cinematograph Act 1922	As appropriate	Director of Public Protection, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Manager, Licensing Manager, Trading Standards Officer or Senior Trading Standards Officer.
Children and Young Persons (Protection from Tobacco) Act 1991	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Manager, Licensing Manager, Trading Standards Officer or Senior Trading Standards Officer.
Children and Young Persons Act 1933	As appropriate	Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Children and Young Persons Act 1963	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Private Sector Housing Manager, Trading Standards Manager, Licensing Manager, Trading Standards Officer or Senior Trading Standards Officer.
Children and Families Act 2014	As appropriate	Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Children and Young (Protection from Tobacco) Act 1991	As appropriate	Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer

Legislation	Function	Proper Officer(s)
Children and Young Persons (Harmful Publications) Act 1955	As appropriate	Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Christmas Day (Trading) Act 2004	As appropriate	Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Clean Air Act 1993	As appropriate	Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Clean Air Act 1993 - Motor Fuel (Composition and Content) Regs	As appropriate	Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Common Agricultural Policy (Wine) Regulations 1996	As appropriate	Director of Public Protection, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Head of Environmental Health, any post incorporating the words "Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer Corporate Health and Safety Officer, Trading Standards Officer or Senior Trading Standards Officer.
Common Law	As appropriate	Director of Public Protection, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words "Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer Corporate Health and Safety Officer, Trading Standards Officer or Senior Trading Standards Officer.
Community Infrastructure Levy Regulations 2010 (as amended)	To issue any notice required with the administration and collection of the Community Infrastructure	Director for Planning and Property, Head of Development Management, Planning Change Manager, Infrastructure Delivery Officer and Head of Planning Regeneration

Legislation	Function	Proper Officer(s)
	<p>Levy in respect of the Council's Community Infrastructure Levy and any other Community Infrastructure Levy the Council may be obliged to collect.</p> <p>To collect and administer any funds due as Community Infrastructure Levy as required by statute.</p>	
Companies Act 1985	As appropriate	Director of Public Protection, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Commercial Services Manager, Any post incorporating the words "Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer Corporate Health and Safety Officer", Trading Standards Officer or Senior Trading Standards Officer, any post incorporating the words "Pest Control Officer"
Companies Act 2006	As appropriate	Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Conservation (Natural Habitats) Regulations 1994	As appropriate	Director for Planning and Property, Head of Environmental Health, Environmental Quality Manager
conspiracy to defraud	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words "Environmental Health Officer, Licensing

Legislation	Function	Proper Officer(s)
		Officer, Public Protection and Safety Officer Corporate Health and Safety Officer, Trading Standards Officer or Senior Trading Standards Officer
Construction Products Regulations 1991	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words "Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer Corporate Health and Safety Officer, Trading Standards Officer or Senior Trading Standards Officer, any post incorporating the words "Pest Control Officer"
Construction Products Regulations 2013	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager. Private Sector Housing Manager, any post incorporating the words "Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer Corporate Health and Safety Officer, Trading Standards Officer or Senior Trading Standards Officer, any post incorporating the words "Pest Control Officer"
Consumer Credit Act 1974	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Trading Standards Manager, Licensing Manager, Head of Environmental Health (Commercial), Head of Regulatory Services, Trading Standards Officer or Senior Trading Standards Officer
Consumer Credit Act 2006	As appropriate	Assistant Director Environmental Health and Regulatory Services, Trading Standards Manager, Licensing Manager, Head of Environmental Health, Trading Standards Officer or Senior Trading Standards Officer.
Consumer Protection Act 1987	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading

Legislation	Function	Proper Officer(s)
		Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Consumer Protection from Unfair Trading Regulations 2008	As appropriate	Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Trading Standards Manager, Licensing Manager, Trading Standards Officer or Senior Trading Standards Manager
Consumer Rights (Payment Surcharges) Regulations 2012	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Consumer Rights Act 2015	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer.
Control of Pollution Act 1974	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Environmental Quality Manager, Trading Standards Officer or Senior Trading Standards Officer, any post incorporating the words "Environmental Health Officer, Technical Officer, Area Senior Officer, Noise and Nuisance Officer, Public Protection and Safety Officer, Licensing Officer, Corporate Health and Safety Officer"
Copyright etc. and Trademarks (Offences and) Act 2002	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Trading Standards Manager, Licensing Manager, Head of Environmental Health, Trading Standards Officer or Senior Trading Standards Manager.
Copyright, Designs and Patents Act 1988	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer

Legislation	Function	Proper Officer(s)
Coronavirus Act 2020		Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Private Sector Housing Manager, any post incorporating the words “Environmental Health Officer, Environmental Assistants”, Senior Technical Officer
Cosmetic Products Regulations 2013 and the EU Cosmetic Products Regulation 1223/2009	As appropriate	Director of Public Protection, Assistant Director Community Safety, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Courts and Legal Services Act 1990	As appropriate	Director of Public Protection, Assistant Director Community Safety, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words “Environmental Health Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer”, Head of Regulatory Services, Trading Standards Officer or Senior Trading Standards Manager
Crime and Security Act 2010	As appropriate	Director of Public Protection, Assistant Director Community Safety, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words “Environmental Health Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer”, Head of Regulatory Services, Trading Standards Officer or Senior Trading Standards Manager
Criminal Justice Act 1988	As appropriate	Director of Public Protection, Assistant Director Community Safety, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Criminal Justice and Immigration Act 2008	As appropriate	Director of Public Protection, Assistant Director Community Safety, Assistant Director Environmental Health and Regulatory Services, Head

Legislation	Function	Proper Officer(s)
		of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager
Criminal Justice and Public Order Act 1994	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Criminal Procedures and Investigations Act 1996	As appropriate	Director of Public Protection, Assistant Director Community Safety, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Environmental Health Officer, Trading Standards Officer or Senior Trading Standards Officer, Private Sector Housing Manager, Veterinary Surgeon or Veterinary Practitioner, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Any post incorporating the words "Pest Control Officer"
Crossbows Act 1987	As appropriate	Executive Director of Place, Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Crystal Glass (Descriptions) Regulations 1973	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Customs and Excise Management 1979	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager.
Dangerous Wild Animals Act 1976	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading

Legislation	Function	Proper Officer(s)
		Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Deer Act 1991	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager, Environmental Health Officer, Senior Technical Officer.
Detergents Regulations 2010	As appropriate	Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Development of Tourism Act 1969	S18 - Control of display of prices by Orders made by the Secretary of State	Director Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager
Digital Evidence Act 2010	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager.
Diseases of Swine Regulations 2014	As appropriate	Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Duty Stamps on Bottles Regulations 2006	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager.

Legislation	Function	Proper Officer(s)
EC Fertilisers (England and Wales) Regulations 2006	As appropriate	Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Education Reform Act 1988	As appropriate	Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Electrical Equipment (Safety) Regulations 2016	As appropriate	Director of Public Realm, Assistant Director Highways
Electromagnetic Compatibility Regulations 1992	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Head of Regulatory Services, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager.
Electromagnetic Compatibility Regulations 2016	As appropriate	Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Electro-Medical Equipment (GEC Requirement) Regulations 1988	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words "Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer"
Employment of Women, Young Persons and Children Act 1920	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Head of Environmental Health, Private Sector Housing Manager, Environmental Health Officer, Senior Technical Officer

Legislation	Function	Proper Officer(s)
Energy Act 1976	S17 and S18 - (Price control made by Secretary of State).	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager
Energy Act 2011	S12 to 16 - (Disclosure of green deal plan etc. in connection with sale or letting out)	Director of Public Protection, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager
Energy Conservation Act 1981	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Quality Manager, Head of Environmental Health, Trading Standards Manager, Licensing Manager.
Energy Information Regulations 2011	As appropriate	Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Energy Performance of Buildings (England and Wales) Regulations 2012	As appropriate	Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Enterprise Act 2002	Part VIII – of certain consumer legislation.	Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Enterprise and Regulatory Reform Act 2013	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager.
Environmental Protection (Microbeads)(England) Regulations 2017	As appropriate	Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Environmental Protection Act 1990	In its entirety	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Pest

Legislation	Function	Proper Officer(s)
		Control Manager, Trading Standards Manager, Licensing Manager, Assistant Director Housing Standards, Private Sector Housing Manager, Trading Standards Officer or Senior Trading Standards Officer, any post incorporating the words "Environmental Health Officer, Senior Technical Officer Technical Officer, Area Senior Officer, Noise and Nuisance Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer
Equine Identification (England) Regulations 2018	As appropriate	Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Estate Agents Act 1979	As appropriate	Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
European Communities Act 1972	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Environmental Health Officer, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager, Pest Control Manager, Environmental Health Officer, Senior Technical Officer, Director for Planning and Property
Explosive Regulations 2014 (Amendment) Regulations 2016	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager, Environmental Health Officer
Explosives (Age of Purchase) Act 1976	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading

Legislation	Function	Proper Officer(s)
		Standards Officers and Senior Trading Standards Manager, Environmental Health Officer
Explosives Acts 1875	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager, Environmental Health Officer
Factories Act 1961	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager, Environmental Health Officer, Senior Technical Officer.
Fair Trading Act 1973	S22 - Power for Orders to be made by Secretary of State.	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager
Farm and Garden Chemicals Act 1967	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Financial Services (Distance Marketing) Regulations 2004	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Financial Services Act 2012	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer

Legislation	Function	Proper Officer(s)
Financial Services Act 2012 (Consumer Credit) Order 2013	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Financial Services and Markets Act 2000	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Fire Safety and Safety of Places of Sports Act 1987 Part III	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Environmental Health Officer
Firearms Act 1968	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Fireworks Act 2003	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Fireworks Regulations 1997	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager, Environmental Health Officer
Fluorinated Greenhouse Gases Regulations 2015	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer

Legislation	Function	Proper Officer(s)
Food and Environmental Protection Act 1985	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager, Environmental Health Officer
Food Safety Act 1990	Food Safety Act 1990 and a) any Orders or regulations made there under or relating to the foregoing or having effect by virtue of the European Communities Act 1972, and b) any modification or re-enactment to the foregoing	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Environmental Health Officer, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Foot-and-Mouth Disease (Control Of Vaccination) (England) Regulations 2006	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Footwear (Indication of Composition) Labelling Regulations 1995	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Forgery and Counterfeiting Act 1981	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager, Environmental Health Officer

Legislation	Function	Proper Officer(s)
Fraud Act 2006	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager
Gambling Act 2005	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Game Act 1831	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager, Environmental Health Officer, Senior Technical Officer
Gaming Act 1968	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words "Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Trading Standards Officer or Senior Trading Standards Officer"
Gas Appliances () and Miscellaneous Amendments Regulations 2018	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
General	In addition, where expedient to do so in respect of leases or agreements to accept	Director for Planning and Property, Assistant Director, Research and Innovation

Legislation	Function	Proper Officer(s)
	surrenders, to accept surrenders to grant a new lease or agreement (to the same or another tenant), or to agree modifications or variations or review rents or lease renewals where such action is consistent with the good management of Council property, where the Council is either a landlord or a tenant.	
General	To agree terms of acquisition of property including all aspects of compensation.	Director for Planning and Property, Assistant Director, Research and Innovation With the Chief Executive where the acquisition forms part of a scheme the capital costs and proposals for which have already been approved by the Council or where a Purchase or Blight Notice has been received or upheld on appeal
General	To grant consent for a statutory undertaking to place apparatus in, on, over or under the public highway	Director for Planning and Property, Assistant Director, Research and Innovation as appropriate In conjunction with the Assistant Director, Legal Services
General	To review rents, service and other charges under all existing property leases or agreements that are in arrears or	Director for Planning and Property, Assistant Director, Research and Innovation With the written agreement of the Chief Executive / Executive Director of

Legislation	Function	Proper Officer(s)
	where there is clear evidence of impending arrears.	Finance and Corporate Services and the Assistant Director, Legal Services
General	To consider and approve the reception or rejection of Purchase Notices or Blight Notices under the town and Country Planning Act 1990 and other relevant legislation.	Director for Planning and Property, Assistant Director, Research and Innovation In conjunction with the Assistant Director, Legal Services (after consultation with the Director for Transport and Technical Services).
General	To authorise service of notices to treat and notices of entry following confirmation of a Compulsory Purchase Order.	Director for Planning and Property, Assistant Director, Research and Innovation In consultation with the appropriate Chief Officers
General	To deal with and settle dilapidations claims in all cases where the Council is landlord or tenant (or licensor or licensee) of any premises (but only in conjunction with the Assistant Director, Legal Services where such dilapidations are an issue in any proceedings outstanding before any court or tribunal or in any form of unresolved alternative dispute	Director for Planning and Property, Assistant Director, Research and Innovation

Legislation	Function	Proper Officer(s)
	resolution) but so that (save in such cases involving the Assistant Director, Legal Services no claim against the Council under any lease or licence shall be settled at a sum in excess of £50,000 (exclusive of professional fees and disbursements, interest and VAT where applicable)".	
General	Without prejudice to the above, to appoint such suitably qualified persons as he considers appropriate to exercise any of the powers and functions that are carried out by Place services from time to time, (including powers of entry, inspection and seizure) conferred by the enactments set out above and to revoke such appointments	Executive Director of Place
General	Delegation of any function set out in the Scheme of Delegation as	Director for Public Realm, Director for Public Protection, Director for Climate Change and Transport, Director for Planning and Property

Legislation	Function	Proper Officer(s)
	specified in writing to named individuals within the Department.	
General	With the appropriate professional advice, to act as the "Engineer" for the purposes of Highways and Engineering term and other contracts which use the Institution of Civil Engineers' standard form Conditions of Contract (the primary role of the Engineer being to provide an independent service between the Council as Client and the Contractor).	Assistant Director Highways
General	To dispose of land (including buildings or parts of buildings or adjacent air space), on long leases (existing or newly to be granted) at ground rents or freehold where there is no Council requirement for the land (other than any capable of protection in the terms of disposal), the disposal	Director for Planning and Property, Assistant Director, Research and Innovation In conjunction with the Assistant Director, Legal Services and the relevant Director

Legislation	Function	Proper Officer(s)
	is consistent with established Council policies/schemes and the consideration to be obtained (ignoring costs, the benefit of any covenants, value added tax and any ground rent or payment for insurance or services) does not exceed £75,000, and represents the best price reasonably obtainable (or is within any tolerance from time to time permitted by law).	
General	To surrender or accept surrender of leases where appropriate, where no premises value is attached and a saving or increased income is available to the Council as a result.	Director for Planning and Property, Assistant Director, Research and Innovation In liaison with the Chief Executive / Director of Finance and Corporate Services and Assistant Director, Legal Services
General	To agree expenditure subject to funding having been identified, not exceeding £50,000 for repairs, renewals, improvements and other necessary works to the	Director for Planning and Property, Assistant Director, Research and Innovation With the written agreement of the Chief Executive / Director of Finance and Corporate Services

Legislation	Function	Proper Officer(s)
	Council's commercial property portfolio managed by the Head / Interim Head of Asset Strategy and Portfolio Management if the works would enhance the prospect of particular premises being let or sold, thereby generating a future net increase of revenue or capital for the Council	
General	To grant and acquire easements and wayleaves and similar licences or rights (including rights to take or extract from Council land) with associated covenants and also (in any case where s/he could have authorised a letting) to grant or acquire occupation licences	Director for Planning and Property, Assistant Director, Research and Innovation In conjunction with Assistant Director, Legal Services and Service Director.
General	To agree variation of terms or conditions affecting any land (freehold or leasehold) now or formerly owned by	Assistant Director, Research and Innovation, Director for Planning and Property, In conjunction with the Assistant Director, Legal Services and the Head of Home Ownership.

Legislation	Function	Proper Officer(s)
	the Council or any predecessor authority.	
General	To agree terms for the letting or renewal of lettings not exceeding a term of 7 years to Voluntary Organisations funded by the Council or registered charities subject to the appropriate budget adjustment having been made.	Director for Planning and Property, Assistant Director, Research and Innovation In consultation with the Chief Executive / Director of Finance and Corporate Services and the Service Director
General Food Regulations 2004	As appropriate	Director of Public Protection, Assistant Director of Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager, Environmental Health Officer, Technical Senior Officer
General Product Safety Regulations 2005	As appropriate	Director of Public Protection, Assistant Director of Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
GLC (General Powers) Act 1967	S23 - Water supply to premises S31 - Hairdressers and Barbers	Director of Public Protection, Assistant Director of Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager, Environmental Health Officer, Senior Technical Officer
GLC (General Powers) Act 1984	S 37 to 38 Removal of persons from dangerous structure.	

Legislation	Function	Proper Officer(s)
Guard Dogs Act 1975	As appropriate	Director of Public Protection, Assistant Director of Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Commercial Services Manager, Private Sector Housing Manager, Environmental Health Officer, any post incorporating the words: "Pest Control Officer"
Hallmarking Act 1973	As appropriate	Director of Public Protection, Assistant Director of Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Hares Preservation Act 1892	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager, Environmental Health Officer, Senior Technical Officer.
Hazardous Substances Act 1990	As appropriate	Director for Planning and Property, Head of Development Management, Head of Planning Regeneration, Head of Regulatory Services, any Team Leader responsible to the Head of Development Management or Head of Planning Regeneration, any Principal Planning Officer responsible to the Head of Development Management or Head of Planning Regeneration
Health and Safety at Work etc. Act 1974	Officers appointed as inspectors in accordance with Sections 18 and 19 of the Health and Safety Act at Work etc., Act 1974 and entitled to exercise the powers specified in: S 20 – Powers of	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words "Environmental Health Officer, Technical Officer, Licensing Officer Public Protection and Safety Officer, Corporate Health and Safety Officer", Trading Standards Officers and Senior Trading Standards Manager.

Legislation	Function	Proper Officer(s)
	<p>Inspectors S 21–23 – Service of improvement and prohibition notices S 25 – Power to deal with cause of imminent danger S 39 – Prosecution by Inspectors</p>	<p>Officers who are new to Health and Safety will need to demonstrate this competence as per the s.18 competency standard prior to being able to discharge the complete Powers under s.22 (Prohibition Orders) and s.25 (Power to deal with cause of imminent danger).</p>
<p>Health and Safety at Work etc. Act 1974</p>	<p>Pursuant to Section 101 Local Government Act 1972, to appoint “Inspectors”, in accordance with Section 18 and 19 of the Health and Safety at Work etc. Act 1974, subject to satisfaction that they hold suitable qualifications as the Director thinks necessary, to carry into effect the relevant statutory provisions within their field of responsibility. The Director shall issue the necessary instrument in writing specifying which powers conferred on inspectors by the relevant statutory provisions are to</p>	<p>Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words “Environmental Health Officer, Technical Officer, Licensing Officer Public Protection and Safety Officer, Corporate Health and Safety Officer”, Trading Standards Officers and Senior Trading Standards Manager</p> <p>Officers who are new to Health and Safety will need to demonstrate this competence as per the s.18 competency standard prior to being able to discharge the complete Powers under s.22 (Prohibition Orders) and s.25 (Power to deal with cause of imminent danger)</p>

Legislation	Function	Proper Officer(s)
	be exercised by the person appointed. The Director may terminate such appointments at any time.	
Health and Safety at Work etc. Act 1974	To institute proceedings pursuant to Section 38 of the 1974 Act.	<p>Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words “Environmental Health Officer, Technical Officer, Licensing Officer Public Protection and Safety Officer, Corporate Health and Safety Officer”, Trading Standards Officers and Senior Trading Standards Manager</p> <p>Officers who are new to Health and Safety will need to demonstrate this competence as per the s.18 competency standard prior to being able to discharge the complete Powers under s.22 (Prohibition Orders) and s.25 (Power to deal with cause of imminent danger).</p>
Health and Safety at Work etc. Act 1974	Any Health and Safety Regulation; and the provisions of the Acts mentioned in Schedule 1 to the 1974 Act which are specified in the third column of that Schedule, and of the Regulations, Orders, or other instruments of a legislative character made or having effect	<p>Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words “Environmental Health Officer, Technical Officer, Licensing Officer Public Protection and Safety Officer, Corporate Health and Safety Officer”, Trading Standards Officers and Senior Trading Standards Manager</p> <p>Officers who are new to Health and Safety will need to demonstrate this competence as per the s.18 competency standard prior to being able to discharge the complete Powers under s.22 (Prohibition Orders) and s.25 (Power to deal with cause of imminent danger)</p>

Legislation	Function	Proper Officer(s)
	under any provision so specified.	
Highways Act 1980	S 176 - Restrictions on construction of bridges over highway S 177 - Restrictions on construction of building over highways S 178 - Restriction on placing rails, beams, etc. over highways S 179 - Control of construction of cellars, etc., under carriageway	Director for Public Realm, Assistant Director Highways
Highways Act 1980	S 180 - Openings into and repair of cellars under streets S 184 - Vehicle crossings over footways and verges S 185 - Power to install refuse or storage bins in street	Director for Public Realm, Assistant Director Highways
Highways Act 1980	S 278 - Power to agree contribution towards highway works S 282 - Power to execute works for mitigating adverse effect of constructing highway S 287 - Power to erect barriers in street in case	Director for Public Realm, Assistant Director Highways

Legislation	Function	Proper Officer(s)
	<p>of emergency S 289 – S 290 - Supplementary provisions re powers of entry for purposes of survey S 291- Powers of entry for purpose of maintaining structures and works S 293 - Powers of entry in connection with orders relating to footpaths and bridgeways S 294 - Entry for discharge of functions S 295 - Power of Councils to dispose of certain materials S 296 - Power to execute work on behalf of others S 297 - Power to establish ownership of land S 299 - Right to discharge water</p>	
Highways Act 1980	S 38 - Power of highway authorities to adopt by agreement.	Director for Public Realm, Assistant Director Highways
Highways Act 1980	S 72 - Widening of highways	Director for Public Realm, Assistant Director Highways

Legislation	Function	Proper Officer(s)
Highways Act 1980	S 152 - Removal of projections from buildings	Director for Public Realm, Assistant Director Highways
Highways Act 1980	S116 Highways Act 1980 – Application to the Magistrates’ Court to authorise Stopping up order or diversion of highway	Director for Public Realm, Assistant Director Highways
Housing and Planning Act 2016	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer, Assistant Director Housing Standards, Private Sector Housing Manager
Hypnotism Act 1952	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Head of Environmental Health, Private Sector Housing Manager, any post incorporating the words “Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer.
Insurance Brokers (Registration) Act 1977	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words “Environmental Health Officer, Technical Officer, Licensing Officer Public Protection and Safety Officer, Corporate Health and Safety Officer”, Trading Standards Officers and Senior Trading Standards Manager
Insurance Companies Act 1982	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards

Legislation	Function	Proper Officer(s)
		Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words “Environmental Health Officer, Technical Officer, Licensing Officer Public Protection and Safety Officer, Corporate Health and Safety Officer”, Trading Standards Officers and Senior Trading Standards Manager
Intoxicating Substances (Supply) Act 1985	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Knives Act 1997	As appropriate	Executive Director of Place, Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Land Compensation Act 1973	S 1 - To agree and authorise payment of home loss claims to owners	Director for Planning and Property, Assistant Director, Research and Innovation
Land Compensation Act 1973	In accordance with Section 52 of the Land Compensation Act 1973, to authorise advance payment of compensation.	Director for Planning and Property, Assistant Director, Research and Innovation In consultation with the Chief Executive / Director of Finance
Land Compensation Act 1973	Fencing of dangerous lands in or near streets	Director for Public Realm, Assistant Director of Highways
Land Compensation Act 1973 Section 29	To agree and authorise payments of home loss claims by tenants	Director for Planning and Property, Assistant Director, Research and Innovation In consultation with the Chief Executive / Director of Finance
Land Compensation Act 1973 Section 37	To agree and authorise payment of disturbance	Director for Planning and Property, Assistant Director, Research and Innovation

Legislation	Function	Proper Officer(s)
	claims by persons without compensation interest.	
Landlord and Tenant (Covenants) Act 1995	To make or approve on behalf of the Council and all Directors applications for licence to assign, underlet, change of use, or to alter premises of which the Council is landlord or tenant (or licensor or licensee) and to approve entry into an authorised guarantee agreement under the Landlord and Tenant (Covenants) Act 1995 in relation to any such assignment.	Director for Planning and Property, Assistant Director, Research and Innovation
Landlord And Tenant Act 1954	In connection with premises where the Council is tenant, to agree variation of terms of covenants of existing leases and other day to day minor matters arising from the management of premises where this is deemed to be in the Authority's interest by the Assistant Director, Legal Services.	Director for Planning and Property, Assistant Director, Research and Innovation

Legislation	Function	Proper Officer(s)
Landlord And Tenant Act 1954	To agree the terms of short lettings of premises, land or advertising sites for periods not exceeding three years, provided that immediate possession is available and this could not prejudice schemes of the Council.	Director for Planning and Property, Assistant Director, Research and Innovation
Landlord And Tenant Act 1954	To serve notice on the tenant or intended tenant to ensure that sections 24-28 of the Landlord and Tenant Act 1954 do not apply to a business tenancy or inhibit its surrender	Director for Planning and Property, Assistant Director, Research and Innovation In consultation with Assistant Director, Legal Services
Landlord And Tenant Act 1954	To serve notice to quit, or any notice or request under Part II of the Landlord and Tenant Act 1954 (as amended) and any notice exercising an option to determine or renew and to deal with all consequential matters or proceedings (including agreeing to extend any time limits).	Director for Planning and Property, Assistant Director, Research and Innovation where the Council is landlord, Assistant Director, Research and Innovation, Director for Planning and Property where the Council is tenant in conjunction with Assistant Director, Legal Services and Service Director
Landlord And Tenant Act 1954	To make a declaration or statutory declaration	Director for Planning and Property, Assistant Director, Research and Innovation

Legislation	Function	Proper Officer(s)
	confirming that the Council proposes to enter into an agreement either (1) that the provisions of sections 24-28 of the Landlord and Tenant Act 1954 are to be excluded in relation to a proposed lease to the Council or (2) to surrender (in whole or part) a council lease which enjoys the security of the 1954 Act.	In consultation with Assistant Director, Legal Services
Landlord And Tenant Act 1954	To agree expenditure in excess of £5,000 but not exceeding £20,000 for repairs, renewals and other necessary works to the Council's commercial property portfolio if these works are of an urgent nature and are within budgetary limits or recoverable under service charges.	Director for Planning and Property, (Head of Valuation and Asset Strategy/Head of Portfolio Management as appropriate)
Landlord And Tenant Act 1954	To deal with and settle dilapidations claims in all cases where the Council is landlord or tenant (or licensor or licensee) of any premises (but only in	Director for Planning and Property, Assistant Director, Research and Innovation

Legislation	Function	Proper Officer(s)
	<p>conjunction with the Assistant Director, Legal Services where such dilapidations are an issue in any proceedings outstanding before any court or tribunal or in any form of unresolved alternative dispute resolution) but so that (save in such cases involving the Assistant Director, Legal Services) no claim against the Council under any lease or licence shall be settled at a sum in excess of £50,000 (exclusive of professional fees and disbursements, interest and VAT where applicable)".</p>	
Landlord And Tenant Act 1954	<p>Authorised to write off rent arrears and associated charges relating to former tenants of land and property within the commercial portfolio up to a maximum of £45,000 in respect of cases which</p>	<p>Director for Planning and Property, Assistant Director, Research and Innovation</p>

Legislation	Function	Proper Officer(s)
	have been subject to the normal method of scrutiny by the Director for Finance	
Landlord And Tenant Act 1954	To agree terms for the sale of the Council's reversionary freehold interest in a dwelling to the owner of the leasehold interest.	Director for Planning and Property, Assistant Director, Research and Innovation
Landlord And Tenant Act 1954	To grant consent to statutory undertakers to place apparatus in, on, over or under land or buildings under the control of the Council.	Director for Planning and Property, Assistant Director, Research and Innovation
Landlord And Tenant Act 1954	To grant, take, renew or terminate licences of premises for temporary purposes pending permanent use.	Director for Planning and Property, Assistant Director, Research and Innovation
Landlord And Tenant Act 1954	To renew existing licences of Council premises or land in order to obtain current market levels of licence fee income for the benefit of the Council	Director for Planning and Property, Assistant Director, Research and Innovation
Landlord And Tenant Act 1954	To undertake routine maintenance repairs and minor alterations to the	Director for Planning and Property, Assistant Director, Research and Innovation

Legislation	Function	Proper Officer(s)
	Council's offices, car parks and garages including boundary walls and fences as may be deemed necessary	
Landlord And Tenant Act 1954	To take any steps to recover possession (through the courts or peaceable re-entry) where the tenant of non-domestic premises has absconded or abandoned the premises or left them vacant in breach of obligation or is otherwise in serious breach of obligation or insolvent.	Director for Planning and Property, Assistant Director, Research and Innovation In conjunction with Assistant Director, Legal Services and Service Director
Landlord And Tenant Act 1954	To take any action required in respect of squatting or other unauthorised occupants of Council property (excluding dwellings) to regain possession, prevent further entry, remove and dispose of unauthorised property and (in the case of unlawful holding over by tenants) to recover	Director for Planning and Property, Assistant Director, Research and Innovation In consultation with the Assistant Director, Legal Services

Legislation	Function	Proper Officer(s)
	double rent or value as permitted by statute	
Landlord And Tenant Act 1954	To agree and accept the terms of leases for advertising hoardings where planning permission has been obtained and the most economically advantageous bid for the lease is to be accepted	Executive Director of Place in consultation with the Director of Finance and Corporate Services and the Assistant Director, Legal Services, Director for Planning and Property, Assistant Director, Research and Innovation
LCC (General Powers) Act 1948	Fencing of dangerous lands in or near streets	Director of Public Realm, Assistant Director for Highways
LCC (General Powers) Act 1948	Maintenance of Forecourts to which public have access.	Director of Public Realm, Assistant Director for Highways
LCC (General Powers) Act 1953	S 31 - Maintenance of paving in Lower and Upper Mall S 32 - Erection and removal of structures and removal and topping or cutting of trees in Lower and Upper Mall S 33 - Erection and maintenance of notices in Lower and Upper Mall	Director of Public Realm, Assistant Director for Highways
LCC (General Powers) Act 1954	S 6 and 7 Amends Section 30 and 34 of LBA (A)A1939	Assistant Director for Building Control, Principal Building Control Officer, Senior Building Control Officer, Building Control Officer, Principal Structural Engineer / Means of Escape Fire Safety, Surveyor / Senior

Legislation	Function	Proper Officer(s)
		Structural Engineer / Means of Escape Fire Safety Surveyor, Assistant Director of Building Control
LCC (General Powers) Act 1955 – Part II	Expenses and fees regarding dangerous structures. Fees on submission of calculations under London Building Acts.	Assistant Director for Building Control, Principal Structural Engineer, and Senior Structural Engineer
LCC (General Powers) Act 1958	S 15 and S 24 Transfer of responsibility for dangerous structure control	Assistant Director for Building Control, Principal Structural Engineer, and Senior Structural Engineer
Leasehold Reform Act 1967	To agree terms for enfranchisement of leasehold interests under the leasehold Reform Act 1967	Director for Planning and Property, Assistant Director, Research and Innovation
Legal Services Act 2007	As appropriate	Director of Public Protection, Assistant Director of Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Legislative and Regulatory Reform Act 2006	As appropriate	Director of Public Protection, Assistant Director of Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words “Environmental Health Officer, Senior Technical Officer, Licensing Officer, Trading Standards Officers and Senior Trading Standards Manager
Licensing Act 2003	As appropriate	Director of Public Protection, Assistant Director of Environmental Health and Regulatory Services, Head of Regulatory Services, Trading

Legislation	Function	Proper Officer(s)
		Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Local Government (Miscellaneous Provisions) Act 1953	S 4 and 5 - Bus Shelters Maintenance of existing bus shelters and queue barriers	Director of Public Realm, Assistant Director for Highways
Local Government (Miscellaneous Provisions) Act 1976	S 23 - Dealing with dangerous trees	Director of Public Realm, Assistant Director of Highways, Assistant Director of Capital Projects and Principal Arboricultural Officer
Local Government (Miscellaneous Provisions) Act 1976	S 24 - Powers of entry to survey and carry out works under S 23	Director of Public Realm, Assistant Director of Highways, Assistant Director of Capital Projects and Principal Arboricultural Officer
Local Government (Miscellaneous Provisions) Act 1976	S 25 - Dangerous excavations on land accessible to the public	Director of Public Realm, Assistant Director of Highways, Assistant Director of Capital Projects and Principal Arboricultural Officer
Local Government (Miscellaneous Provisions) Act 1976	S 26 Powers relating to S 25	Director of Public Realm, Assistant Director of Highways, Assistant Director of Capital Projects and Principal Arboricultural Officer
Local Government (Miscellaneous Provisions) Act 1976	S 20 – Provision of Sanitary Appliances in places of entertainment	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Health Officer, Senior Technical Officer
Local Government (Miscellaneous Provisions) Act 1982	Part 2, Schedule 3, Control of Sex Establishments	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Policy and Manager, Licensing Administration and Manager, Licensing Compliance Officers, Licensing Officers, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager, Environmental Health Officer, Senior Technical Officer

Legislation	Function	Proper Officer(s)
Local Government (Miscellaneous Provisions) Act 1982	Section 29 - Power to undertake works to a building to prevent unauthorised entry	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Assistant Director Housing Standards, Private Sector Housing Manager
Local Government Act 1963	S 43 - (Application of LCC Act 87(1) (to GLC area)	Director for Public Realm, Assistant Director for Highways
Local Government Act 1966	S 28 - Provision and Maintenance of street lighting	Director for Public Realm, Assistant Director for Highways, Assistant Director of Capital Projects
Local Government Act 1972	Section 222	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Health Officer, Senior Technical Officer
Local Government Act 1972 - Section 123	To agree to grant leases of premises and land up to a maximum of 25 years and annual rental not to exceed £75,000 exclusive at best consideration reasonably obtainable in compliance with Section 123 of the Local Government Act 1972.	Director for Planning and Property, Assistant Director, Research and Innovation In conjunction with the Assistant Director, Legal Services and Service Director.
Local Government Act 1985	S 14 Schedule 8 Implement Building Regulations in inner London	Assistant Director Building Control, Principal Building Control Officer, Senior Building Control Officer, Building Control Officer, Principal Structural Engineer / Means of Escape Fire Safety, Surveyor / Electrical and Mechanical Engineer, Senior Structural Engineer / Means of Escape Fire Safety Surveyor
Local Government Acts 1972, 2000 and 2003 and the Local	To exercise all the Council's powers and	Executive Director of Place

Legislation	Function	Proper Officer(s)
Authority (Goods and Services) Act 1970	functions relating to the provision of direct services by the authority to itself and third parties including (but not limited to) those under the Local Government Acts 1972, 2000 and 2003 and the Local Authority (Goods and Services) Act 1970.	
Local Government Reorganisation (Miscellaneous Provision) (No. 4) Order 1986 - Modifies London Building Act	As appropriate	Assistant Director Building Control, Principal Building Control Officer, Senior Building Control Officer, Building Control Officer, Principal Structural Engineer / Means of Escape Fire Safety, Surveyor / Electrical and Mechanical Engineer, Senior Structural Engineer / Means of Escape Fire Safety Surveyor
Localism Act 2011	Register of Assets of Community Value	Director for Planning and Property, Head of Development Management and Planning Change Manager
London Building (Amendment) Act 1935	S 8 - Hold copy of Bye-Laws Acts made under London Buildings Acts	Assistant Director Building Control, Principal Building Control Officer, Senior Building Control Officer, Building Control Officer, Principal Structural Engineer / Means of Escape Fire Safety, Surveyor / Electrical and Mechanical Engineer, Senior Structural Engineer / Means of Escape Fire Safety Surveyor
London Building Act (Amending) Act 1939	Section 30 – Special and Temporary Structures Part VII – Dangerous and Neglected Structures	Assistant Director Building Control, Principal Building Control Officer, Senior Building Control Officer, Building Control Officer, Principal Structural Engineer / Means of Escape Fire Safety, Surveyor / Electrical and Mechanical Engineer, Senior Structural Engineer / Means of Escape Fire Safety Surveyor
London Building Act (Amendment) Act 1939	Part II (as amended by S 43 of the London Government Act 1963 and Paragraph 14 of	Head of Management Resources, Assistant Director of Highways

Legislation	Function	Proper Officer(s)
	Schedule 8 to Local Government Act 1985) Naming and numbering of streets excluding Council developments.	
London Building Act 1930	Part XI S. 143 - Regulations for buildings near dangerous businesses S. 144 - Regulations for buildings near noxious businesses S. 146-148 - Dwellings on low-lying land	Assistant Director Building Control, Principal Building Control Officer, Senior Building Control Officer, Building Control Officer, Principal Structural Engineer / Means of Escape Fire Safety, Surveyor / Electrical and Mechanical Engineer, Senior Structural Engineer / Means of Escape Fire Safety Surveyor,
London Building Acts	(in the Council's capacity as owner of the property)	Director for Planning and Property
London Building Acts (Only in the Council's capacity as owner of property)	To fulfil the following functions: 1. Acceptance, renewal and variation of contracts for installed Equipment and services within annual estimates. 2. Delegation of the above as specified in writing to named individuals within the Service Group. 3. To exercise any statutory powers given to the Council either in	Executive Director of Place

Legislation	Function	Proper Officer(s)
	legislation or regulation pertaining to the work of the department. 4. To exercise all the above in respect of the Parking Services Office and its functions and responsibilities.	
London Government Act 1963	S 18 - As agents, highway construction and maintenance work with respect to metropolitan roads	Director of Public Relam, Assistant Director of Highways
London Local Authorities Act 1991	Part II – Special Treatment premises Part IV – Miscellaneous – Audible intruder alarms	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words “Environmental Health Officer, Technical Officer, Licensing Officer Public Protection and Safety Officer, Corporate Health and Safety Officer”, Trading Standards Officers and Senior Trading Standards Manager
London Local Authorities Act 1996	As appropriate	Director of Climate Change and Transport, Assistant Director of Parking Services, Parking Services managers, team leaders and Officers
London Local Authorities Act 2000	As appropriate	Director of Climate Change and Transport
London Local Authorities and Transport for London Act 2003	As appropriate	Director of Climate Change and Transport, Assistant Director of Parking Services, Parking Services managers, team leaders and Officers
London Local Authority Act and Transport Act 2003	Part 2 Road traffic and highways Penalty charges Fixed penalties	Director of Climate Change and Transport, Assistant Director Transport Policy, Director of Public Realm, Assistant Director of Highways

Legislation	Function	Proper Officer(s)
	8.Fixed penalty offences 9.Fixed penalty notices 10.Levels of fixed penalties 11.Fixed penalties: reserve powers of Secretary of State	
London Olympic Games and Paralympic Games Act 2006	As appropriate	Director of Climate Change and Transport, Assistant Director Transport Policy, Director of Public Realm, Assistant Director of Highways, Assistant Director Parking Services
London Olympic Games and Paralympic Games Act 2006	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words “Environmental Health Officer, Technical Officer, Licensing Officer Public Protection and Safety Officer, Corporate Health and Safety Officer”, Trading Standards Officers and Senior Trading Standards Manager, Director for Climate Change and Transport, Assistant Director of Transport Policy Assistant Director of Capital Projects and Assistant Director of Parking Services
London Regional Transport Act 1984	S 43 Representations to London Regional Transport in respect of Bus Services	Director for Public Realm, Assistant Director Highways, Assistant Director Transport Policy
Lotteries and Amusements Act 1976	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words “Environmental Health Officer, Technical Officer, Licensing Officer Public Protection and Safety Officer, Corporate

Legislation	Function	Proper Officer(s)
		Health and Safety Officer”, Trading Standards Officers and Senior Trading Standards Manager
Malicious Communications Act 1988	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager, Environmental Health Officer
Marriage Act 1949	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words:- “Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants”, Trading Standards Officer or Senior Trading Standards Officer
Marriage Act 1994	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words:- “Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants”, Trading Standards Officer or Senior Trading Standards Officer
Medicines Act 1968	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words:- “Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental

Legislation	Function	Proper Officer(s)
		Assistants”, Trading Standards Officer or Senior Trading Standards Officer
Mobile Telephones (Re-programming) Act 2002	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words “Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants”, Trading Standards Officer or Senior Trading Standards Officer
Motor Cycle Noise Act 1987	As appropriate	Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Motor Salvage Operators Regulations 2002.	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager
National Assistance Act 1948	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Environmental Health Officer, Environmental Assistants, any post incorporating the words: “Pest Control Officer”
National Lottery Act 1993	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
New Roads and Street Works Act 1991	Part III in its entirety	Director for Public Realm, Assistant Director Highways
Noise Act 1996	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental

Legislation	Function	Proper Officer(s)
		Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words "Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants", Trading Standards Officer or Senior Trading Standards Officer
Noise and Statutory Nuisance Act 1993	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words "Environmental Health Officer, Environmental Assistants", Trading Standards Officer or Senior Trading Standards Officer
Noise and Statutory Nuisance Act 1993	As appropriate	Director of Public Protection, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words "Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants", Trading Standards Officer or Senior Trading Standards Officer
Novel Foods and Novel Food Ingredients Regulations 1997	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words "Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants", Trading Standards Officer or Senior Trading Standards Officer'
Nurses Agencies Act 1957	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words

Legislation	Function	Proper Officer(s)
		"Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants", Trading Standards Officer or Senior Trading Standards Officer'
Nutrition and Health Claims (England) Regulations 2007 (as amended)	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words "Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants", Trading Standards Officer or Senior Trading Standards Officer
Offensive Weapons Act 1996	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words:- "Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants", Trading Standards Officer or Senior Trading Standards Officer
Offensive Weapons Act 2019	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Offices, Shops and Railway Premises Act 1963	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Private Sector Housing Manager, any post incorporating the words "Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants", Trading Standards Officer or Senior Trading Standards Officer

Legislation	Function	Proper Officer(s)
Official Feed and Food Control (England) Regulations 2006	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Trading Standards Manager, Licensing Manager, any post incorporating the words "Environmental Health Officer, Senior Technical Officer", Trading Standards Officer or Senior Trading Standards Officer
Olive Oil (Marketing Standards) Regulations 2014	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words "Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants", Trading Standards Officer or Senior Trading Standards Officer
Olympic Symbols etc. (Protection) Act 1995	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Organic Products Regulations 2009 (as amended)	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health (Residential), Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words "Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants", Trading Standards Officer or Senior Trading Standards Officer
Package Travel and Linked Travel Arrangement Regulations 2018	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer

Legislation	Function	Proper Officer(s)
Package Travel, Package Holidays and Package Tours Regulations 1992	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words "Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants", Trading Standards Officer or Senior Trading Standards Officer
Packaging (Essential Requirements) Regulations 2015	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Party Wall Act 1996	S 10 (8) - The power to appoint a 3rd surveyor	Assistant Director of Building Control, Director for Planning and Property, Head of Building Services
Passenger Car (Fuel Consumption and CO2 Emissions Information) Regulations 2001	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Personal Protective Equipment () Regulations 2018	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Pet Animals Act 1951	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Petroleum (Consolidation) Act 1928	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer

Legislation	Function	Proper Officer(s)
Planning (Hazardous Substances) Act 1990	S 36 - Right of entry for purpose of survey	Director for Planning and Property, Head of Development Management, Head of Planning Regeneration, any Senior Planning Officer, Special Projects Officer or Planning Officer responsible to the Assistant Director of Development Management, or Head of Planning Regeneration, any Team Leader or Deputy Team Leader responsible to the Head of Development Management, or Head of Planning Regeneration, any Principal Planning Officer or Strategic Applications Lead responsible to the Assistant Director of Development Management, or Head of Planning Regeneration, Planning Officer
Planning (Listed Buildings and Conservation Areas) Act 1990	S 12 - Reference of Certain Applications to Secretary of State S 13 - Notification of Secretary of State S 14 - Notification of English Heritage S 15 - Notification of Applications S 16 - Decision on Applications: - Determination of Applications is delegated to Officers as per Delegated Scheme under S70 of Town and Country Planning Act 1990 S 17 - Imposition of Conditions (delegated as per S 16) S 18 - Limit of duration of Listed Building Consent	Director for Planning and Property, Assistant Director of Development Management, or Head of Planning Regeneration, any Team Leader or Deputy Team Leader responsible to the Assistant Director of Development Management, or Head of Planning Regeneration, any Principal Planning Officer or Strategic Application Lead responsible to the Assistant Director of Development Management, or Head of Planning Regeneration, Technical Officer Supervisor, Technical Officer, Planning Technician, any Senior Planning Officer, Special Projects Officer or Planning Officer responsible to the Head of Development Management, or Head of Planning Regeneration, Planning Officer, Head of Urban Design and Conservation, and any Officer responsible to the Head of Urban Design and Conservation

Legislation	Function	Proper Officer(s)
	(delegated as per S 16) S 19 - Application for Variation or Discharge of conditions (delegated as per S 16)	
Planning (Listed Buildings and Conservation Areas) Act 1990	The power to exercise all such administrative, consultative, procedural and inspection functions related to and in connection with the proper processing of applications and the implementation of the Development Management function under the Town and Country Planning legislation and, without prejudice to the generality of the foregoing, the authority to exercise the following powers:	Director for Planning and Property, Head of Development Management, Head of Planning Regeneration, any Team Leader or Deputy Team Leader responsible to the Head of Development Management or Head of Planning Regeneration, any Principal Planning Officer or Strategic Application Lead responsible to the Head of Development Management or Head of Planning Regeneration, Technical Officer Supervisor, Technical Officer, Planning Technician, any Senior Planning Officer, Special Projects Officer or Planning Officer responsible to the Head of Development Management or Head of Planning Regeneration, Planning Officer, Head of Urban Design and Conservation;; and any Officer responsible to the Head of Urban Design and Conservation
Planning (Listed Buildings and Conservation Areas) Act 1990	S 88 - Rights of Entry	Director for Planning and Property, Head of Development Management, Head of Planning Regeneration, any Team Leader or Deputy Team Leader responsible to the Head of Development Management, or Head of Planning Regeneration, any Principal Planning Officer or Strategic Applications Lead responsible to the Head of Development Management, or Head of Planning Regeneration, Head of Urban Design and Conservation, and any Officer responsible to the Head of Urban Design and Conservation

Legislation	Function	Proper Officer(s)
Planning (Listed Buildings and Conservation Areas) Act 1990	S 20 - Officers are authorised to respond to all planning appeals by formulating and presenting the case on behalf of the Council. This includes those cases where, had an appeal not been made, the decision would have been made by Committee, but where it is not possible to obtain a committee view within the Planning Inspectorate timescale.	Director for Planning and Property, Head of Development Management, or Head of Planning Regeneration, any Senior Planning Officer, Special Projects Officer or Planning Officer responsible to the Head of Development Management, or Head of Planning Regeneration, any Team Leader or Deputy Team Leader responsible to the Head of Development Management, or Head of Planning Regeneration, any Principal Planning Officer or Strategic Application Lead responsible to the Head of Development Management, or Head of Planning Regeneration, Planning Officer, Head of Urban Design and Conservation;; and any Officer responsible to the Head of Urban Design and Conservation, Head of Policy and Spatial Planning, Principal Development Plans Officer, Principal Environmental Policy Officer; and, any Senior Policy Officer, Policy and Projects Officer or Senior Environmental Policy and Projects Officer or Planning Officer reporting to the Head of Policy and Spatial Planning, Assistant Director of Transport Policy, Quality Project Officer
Planning (Listed Buildings and Conservation Areas) Act 1990 as amended by the Enterprise and Regulatory Reform Act 2013	S 26H – Certificate of Lawfulness of proposed works	Director for Planning and Property, Head of Development Management, Head of Planning Regeneration, any Team Leader or Deputy Team Leader responsible to the Head of Development Management, or Head of Planning Regeneration, any Principal Planning Officer or Strategic Applications Lead responsible to the Head of Development Management, or Head of Planning Regeneration, Head of Urban Design and Conservation; and any Officer responsible to the Head of Urban Design and Conservation
Planning and Compulsory Purchase Act 2004 (Part 2 Local Development) and The Town and Country Planning (Local Development) (England) Regulations 2004	The power to exercise all such administrative, procedural, survey and inspection functions related to the preparation and review of local development documents	Director for Planning and Property, Head of Development Management, Head of Planning Regeneration, Head of Policy and Spatial Planning and any officer reporting to the Head of Policy and Spatial Planning, Head of Urban Design and Conservation; and any officer reporting to the Head of Urban Design and Conservation, Assistant Director of Transport Policy and any officer reporting to the Assistant Director of Transport Policy

Legislation	Function	Proper Officer(s)
	and all related functions contained within Part 2 of the Act and the Regulations.	
Poisons Act 1972	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Police Reform Act 2002	As appropriate	Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Licensing Manager, Trading Standards Officer or Senior Trading Standards Officer
Policing and Crime Act 2009	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Licensing Manager, Trading Standards Officer or Senior Trading Standards Officer
Pollution Prevention and Control (England and Wales) Regulations 2000	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Quality Manager.
Pollution Prevention Control Act 1999	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Quality Manager.
Pressure Equipment (Safety) Regulations 2016	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Prevention of Damage by Pests Act 1949	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words 'Environmental Health Officer; Housing Surveyor, Empty Properties Officer, Area Senior Officer, Noise and

Legislation	Function	Proper Officer(s)
		Nuisance Officer, Environmental Assistants', any post incorporating the words: 'Pest Control Officer'
Prices Acts 1974	S 2 and S 4 - Power for Orders to be made by Secretary of State which the Local Authority has a duty to enforce	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Protection of Animals Act 1911	As appropriate	Director for Public Realm, Assistant Director Highways, Director of Public Protection, Assistant Director of Community Safety
Psychoactive Substances Act 2016	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Public Health (Control of Disease) Act 1984 as amended by the Health and Social Care Act 2008	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Private Sector Housing Manager, any post incorporating the words "Environmental Health Officer, Environmental Assistants", Senior Technical Officer Director to appoint as below: "To appoint suitably qualified Consultants in Communicable Disease Control or Health Protection from Public Health England as Proper Officers for the purposes of the Public Health (Control of Diseases) Act 1984, the Public Health (Notification) Regulations 1984 and any subsequent related legal provisions."
Public Health Act 1925 / 1936 and 1961	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Private Sector Housing Manager, Head of Environmental Health, any post incorporating the words 'Environmental Health Officer' and 'Environmental Assistants' and 'Senior Technical Officer' Strategic Director to appoint as below:

Legislation	Function	Proper Officer(s)
		"To appoint suitably qualified Consultants in Communicable Disease Control or Consultants in Health protection from Public Health England as Proper Officers for the purposes of the Public Health (Control of Diseases) Act 1984, the Public Health (Infectious Diseases) Regulations 1984 and any subsequent related legal provisions."
Pyrotechnic Articles (Safety) Regulations 2015	As appropriate	Director for Public Realm, Assistant Director Highways
Rabies (Importation of Dogs, Cats and other Mammals) Order 1974	As appropriate	Veterinary Surgeon or Veterinary Practitioner, Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Health Officer
Radio Equipment Regulations 2017	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Radioactive Substances Act 1993**	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Quality Manager
REACH Regulations 2008	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Recreational Craft Regulations 2017	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Registered Designs Act 1949	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer

Legislation	Function	Proper Officer(s)
Regulatory Reform (Fire Safety) Order 2005	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Private Sector Housing Manager, any post incorporating the words 'Environmental Health Officer'.
Riding Establishment Act 1964	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Riding Establishments Act 1970	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words "Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants", Trading Standards Officer or Senior Trading Standards Officer, any post incorporating the words "Pest Control Officer"
Rights of Passengers in Bus and Coach Transport (Exemptions and) Regulations 2013	As appropriate	Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Road Traffic (Foreign Vehicles) Act 1972	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words "Environmental Health Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants", Trading Standards Officer (DTS and non-DTS)
Road Traffic Act 1974	S 8 - Road Safety Work	Director for Public Realm, Assistant Director Highways, Assistant Director Transport Policy
Road Traffic Act 1988	As appropriate	Director for Public Realm, Assistant Director Highways, Assistant Director Transport Policy

Legislation	Function	Proper Officer(s)
Road Traffic Act 1991	In its entirety	Director for Public Realm, Assistant Director Highways, Assistant Director of Transport Policy
Road Traffic Offenders Act 1988	As appropriate	Director for Public Realm, Assistant Director Highways, Assistant Director of Transport Policy
Road Traffic Regulation (Special Events) Act 1994	S 40 - Power to install equipment for detection of traffic offences S 42 - Variation of charges at designated parking places S 44 - Parking Attendants S 54 - Duty of London Authorities to prepare local plans S 57 - Implementation of local plans S 60 - Proposed action by London Authorities S 63 -77 - Parking in London Offences in respect of prohibition notices (vehicle weight)	Director for Public Realm, Assistant Director Highways, Assistant Director of Transport Policy
Road Traffic Regulation Act 1984	The Director for Climate Change and Transport shall be the Proper Officer in relation to the Traffic Orders made under Sections 6, 9, 14, 23, 30, 35, 38, 45 and 46 of the Road Traffic Regulation Act 1984, as	Director for Public Realm, Assistant Director Highways, Assistant Director of Transport Policy

Legislation	Function	Proper Officer(s)
	amended by the Local Government Act 1985 and as substituted by the Road Traffic (Temporary Restrictions) Act 1991	
Safety of Sports Grounds Act 1975	As appropriate	Director of Public Realm, Assistant Director Parks and Leisure, Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Health Officer
Scrap Metal dealers Act 1964	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Building Control Officer
Scrap Metal Dealers Act 2013	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Shops Act 1950	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Building Control Officer.
Simple Pressure Vessels (Safety) Regulations 2016	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Single Use Carrier Bags Charges (England) Order 2015	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Slaughterhouses Act 1974	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services. Head Environmental Health, Environmental

Legislation	Function	Proper Officer(s)
		Protection manager, Trading Standards Manager, Licensing Manager, Building Control Officer.
Solicitors Act 1974	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager Private Sector Housing Manager, any post incorporating the words:- “Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants”, Trading Standards Officer or Senior Trading Standards Officer
Sunbeds (Regulation) Act 2010	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Sunday Trading Act 1994	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Supply Of Machinery (Safety) Regulations 2008	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Tattooing of Minors Act 1969	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Telecommunications Act 1984	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words “Environmental Health Officer, Licensing Officer, Public Protection and

Legislation	Function	Proper Officer(s)
		Safety Officer, Corporate Health and Safety Officer, Environmental Assistants”, Trading Standards Officer or Senior Trading Standards Officer
Tenant Fees Act 2019	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Textile Products (Labelling and Fibre Composition) Regulations 2012	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018		
The Building (Local Authority Charges) Regulations 2010	London Borough of Hammersmith and Fulham Building Regulations Charges Scheme No. Power to fix charges by means of a Charges Scheme so as to recover the cost of carrying out the functions relating to building regulations.	Assistant Director of Building Control, Principal Building Control Officer, Senior Building Control Officer, Building Control Officer, Principal Structural Engineer / Means of Escape Fire Safety, Surveyor / Senior Structural Engineer / Means of Escape Fire Safety Surveyor
The Environmental Damage (Prevention and Remediation) Regulations 2009	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Quality Manager.
The Fireworks (Amendment) Regulations 2004	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards

Legislation	Function	Proper Officer(s)
		Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager, Environmental Health Officer
The Food Information Regulations 2014	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager, Environmental Health Officer, Senior Technical Officer
The Food Safety and Hygiene (England) Regulations 2013	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Trading Standards Officers and Senior Trading Standards Manager, Environmental Health Officer, Senior Technical Officer
The Health Act 2006	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Private Sector Housing Manager, Licensing Manager, any post incorporating the words "Environmental Health Officer, Senior Technical Officer, Area Senior Officer"
The Health and Safety and Nuclear (Fees) Regulations 2016	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Private Sector Housing Manager, Licensing Manager, any post incorporating the words "Environmental Health Officer, Senior Technical Officer, Area Senior Officer"
The Health Protection (Coronavirus, Restrictions) Regulations 2020 and any amendments or further related Coronavirus Regulations	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Private Sector Housing Manager, any post incorporating the words "Environmental Health Officer, Environmental Assistants", Senior Technical Officer

Legislation	Function	Proper Officer(s)
introduced as an emergency measure.		
The Health Protection (Local Authority Powers) Regulations 2010	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Private Sector Housing Manager, any post incorporating the words "Environmental Health Officer, Senior Technical Officer, Area Senior Officer", Trading Standards Officers and Senior Trading Standards Officers
The Health Protection (Notification) Regulations 2010	Includes receipt and disclosure of notification of suspected notifiable disease, infection or contamination in patients and dead persons	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Health Officers Director of Public Health
The Health Protection (Part 2A Orders) 2010	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Private Sector Housing Manager, any post incorporating the words "Environmental Health Officer, Senior Technical Officer, Area Senior Officer", Trading Standards Officers and Senior Trading Standards Officers
The Official Feed and Food Controls (England) (Amendment) Regulations 2011	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health Trading Standards Manager, Licensing Manager, any post incorporating the words "Environmental Health Officer, Senior Technical Officer", Trading Standards Officer or Senior Trading Standards Officer
The Plant Protection Products (Sustainable Use) Regulations 2012	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Health Officer.

Legislation	Function	Proper Officer(s)
The Proceeds of Crime Act 2002	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Quality Manager, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Senior Trading Standards Officer, Trading Standards Officer
The Redress schemes for Lettings Agency work and Property management work (Requirement to belong to a scheme etc) (England) order 2014	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Trading Standards manager, Senior Trading Standards Officer, Trading Standards Officer
The Regulatory Reform (Game) Order 2007	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Officers and Senior Trading Standards Manager, Environmental Health Officer, Senior Technical Officer
The Town and Country Planning (Environmental Impact Assessment) (England and Wales) Regulations 1999	Taking all decisions in the exercise of all powers, duties and discretions pursuant to regulations made under S 71A of the Town and Country Planning Act 1990 (and, so far as Regulations related to processing proposals for the development of land, S 2(2) of the European Communities Act 1972) including the Town and	Director for Planning and Property, Head of Development Management, Head of Planning Regeneration, any Team Leader, Deputy Team Leader, or Strategic Applications Lead, Principal or Senior Planning Officer responsible to the Head of Development Management, or Head of Planning Regeneration

Legislation	Function	Proper Officer(s)
	Country Planning (Environmental Impact Assessment) (England and Wales) Regulations 1999.	
Theft Act 1968 / 1978	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words “Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants”, Trading Standards Officer or Senior Trading Standards Officer
Timeshare Act 1992	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words:- “Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants”, Trading Standards Officer or Senior Trading Standards Officer
Timeshare, Holiday products, Resale and Exchange Contracts Regulations 2010	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Ser
Tobacco Advertising and Promotions Act 2002	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Tobacco Advertising and Promotion (Display of Prices)(England) Regulations 2010	As appropriate	Director of Public Protection, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words “Environmental Health Officer, Licensing Officer,

Legislation	Function	Proper Officer(s)
		Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants”, Trading Standards Officer or Senior Trading Standards Officer
Tobacco Advertising and Promotion (Display) (England) Regulations 2010	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words “Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants”, Trading Standards Officer or Senior Trading Standards Officer
Tobacco and Related Products Regulations 2016	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Town and Country Planning (Control of Advertisements)(England) Regulations 2007	R 14 - Determination of applications (Delegated to Officers as per Delegated Scheme applicable to S 70 of the Town and Country Planning Act 1990). R 30 - Contravention of Regulations, including delegation of authority to Officers to commence proceedings or take action as appropriate against advertisements displayed in contravention of the	Director for Planning and Property, Head of Development Management, Head of Planning Regeneration, any Team Leader or Deputy Team Leader responsible to the Head of Development Management, or Head of Planning Regeneration, any Principal or Senior Planning Officer responsible to the Head of Development Management, or Head of Planning Regeneration

Legislation	Function	Proper Officer(s)
	Regulations and contrary to the Council's planning policies the Local Plan including the Local Development Framework.	
Town and Country Planning Act 1990	S 214 B, C and D - Right of entry in connection with tree preservation functions	Arboriculturist, Director for Planning and Property, Head of Development Management, Head of Planning Regeneration, any Senior Planning Officer, Special Projects Officer or Planning Officer responsible to the Head of Development Management, or Head of Planning Regeneration, any Team Leader or Deputy Team Leader or Strategic Applications Lead, responsible to the Head of Development Management, or Head of Planning Regeneration, any Principal Planning Officer responsible to the Head of Development Management, or Head of Planning Regeneration, Planning Officer, Head of Urban Design and Conservation; and any officer responsible to the Head of Urban Design and Conservation
Town and Country Planning Act 1990	S 211 - Proposed works to trees in Conservation Areas S 213 - Removal of trees in Conservation Areas: power to dispense with requirement to plant a replacement tree	Arboriculturist, Director for Planning and Property, Head of Development Management, Head of Planning Regeneration, any Team Leader or Deputy Team Leader responsible to the Head of Development Management, or Head of Planning Regeneration, Head of Urban Design and Conservation; any Principal Officer responsible to the Head of Urban Design and Conservation
Town and Country Planning Act 1990	S 179 (and Planning Act 2008) - Officers are delegated to authorise the Assistant Director, Legal Services to prosecute for non-compliance with a notice	Director for Planning and Property, Head of Development Management, any Team Leader, Deputy Team Leader, Principal or Senior Planning Officer responsible to the Head of Development Management, Head of Urban Design and Conservation; any Principal Officer responsible to the Head of Urban Design and Conservation

Legislation	Function	Proper Officer(s)
Town and Country Planning Act 1990	S 187A - Officers are delegated to issue and serve breach of condition notices in respect of any breaches of any planning conditions or to authorise the Assistant Director, Legal Services to do so. Officers are delegated to authorise the Assistant Director, Legal Services and to prosecute for non-compliance with breach of condition notices.	Director for Planning and Property, Head of Development Management, any Team Leader, Deputy Team Leader, Principal or Senior Planning Officer responsible to the Head of Development Management, Head of Urban Design and Conservation; any Principal Officer responsible to the Head of Urban Design and Conservation
Town and Country Planning Act 1990	Officers are delegated to withdraw authorisation to take action where: (i) The breach of planning control has ceased (or become immune / lawful), or (ii) Planning permission has subsequently been granted, or (iii) Further evidence is obtained indicating that there is no breach of planning control.	Director for Planning and Property, Head of Development Management, Any Team Leader, Deputy Team Leader, Principal or Senior Planning Officer responsible to the Head of Development Management
Town and Country Planning Act 1990	S 171C - Service of Planning Contravention Notice	Director for Planning and Property, Head of Development Management, any Team Leader responsible to the Head of Development Management, any Principal Planning Officer responsible to the Head of

Legislation	Function	Proper Officer(s)
		Development Management, any Senior Planning Officer responsible to the Head of Development Management, any Planning officer responsible to the Head of Development Management, Head of Urban Design and Conservation, any Principal Officer responsible to the Head of Urban Design and Conservation
Town and Country Planning Act 1990	S 188 - Keeping of register of and Stop Notices	Director for Planning and Property, Head of Development Management, any Team Leader, Deputy Team Leader, Principal, Senior, or Planning Officer responsible to the Head of Development Management
Town and Country Planning Act 1990	S172, S 173 and S183 and Planning Act 2008 Part 8: Officers are delegated to issue, serve and vary planning notices, and breach of condition notices, or to authorise the Assistant Director, Legal Services to do so, in respect of unauthorised and harmful development not in accordance with Council policy and standards in the Local Plan including the Local Development Framework.	Director for Planning and Property, Head of Development Management, any Team Leader, Deputy Team Leader, Principal or Senior Planning Officer responsible to the Head of Development Management, Head of Urban Design and Conservation, any Principal Officer responsible to the Head of Urban Design and Conservation
Town and Country Planning Act 1990	S 171E - Service of Temporary Stop Notice	Director for Planning and Property, Head of Development Management, Head of Planning Regeneration
Town and Country Planning Act 1990	S 198 - Making of Tree Preservation Orders and granting or declining	Director for Planning and Property, Head of Development Management, Head of Planning Regeneration, any Team Leader or Deputy Team Leader responsible to the Head of Development Management, Head of

Legislation	Function	Proper Officer(s)
	<p>consent for works to preserved trees</p> <p>S 199 - Confirmation of Tree Preservation Orders where no objections have been lodged</p> <p>S 200 - Making Tree Preservation Orders</p> <p>S 201- Making Tree Preservation Orders</p> <p>S 206 - Requirements in connection with replacement of Preserved Trees</p>	<p>Planning Regeneration, Head of Urban Design and Conservation; any Principal Officer responsible to the Head of Urban Design and Conservation</p>
<p>Town and Country Planning Act 1990</p>	<p>S70 (and 2C) - (Part 1 of 2) Determination of applications:</p> <p>Authority is delegated to Officers to refuse all applications where at least one of the reasons for refusal is directly drawn from the Council's Planning Policies in the Local Plan including the Local Development Framework, or from the London Plan, other than:</p> <p>(i) Applications which the applicant has specifically requested in writing</p>	<p>Director for Planning and Property, Head of Development Management, Head of Planning Regeneration, any Team Leader or Deputy Team Leader responsible to the Head of Development Management, or Head of Planning Regeneration, any Principal Planning Officer responsible to the Head of Development Management, or Head of Planning Regeneration, Head of Urban Design and Conservation, any Principal Officer responsible to the Head of Urban Design and Conservation</p>

Legislation	Function	Proper Officer(s)
	<p>should be the subject of a Committee decision</p> <p>Authority is delegated to Officers to approve all applications, other than:</p> <p>(i) Development to be carried out by the Council (pursuant to Regulation 3 of the Town and Country Planning General Regulations 1992) other than alterations or extensions to existing buildings or other minor works not involving a change of use and in compliance with the Council's adopted planning policies in the Local Plan; and with the London Plan;</p> <p>(ii) Applications for listed building consent and / or planning permission involving demolition of the whole of a listed building or the whole of a listed building behind its façade.</p>	

Legislation	Function	Proper Officer(s)
	<p>(iii) Applications for Planning Permission to demolish the whole of a building where no planning permission has been granted for a replacement building;</p> <p>(iv) Applications involving the demolition of the whole of a building included within the local Register of Buildings of Merit;</p> <p>(v) Applications to develop more than 5 new dwelling houses (not including conversions) or the erection of non-residential buildings having a floorspace of more than 500 sq. m.;</p> <p>(vi) The Chair of the Planning Committee wishes to determine applications for planning permission and exercise the other non executive powers within Part III of the Town and Country Planning Act 1990 ("the Act") and</p>	

Legislation	Function	Proper Officer(s)
	subordinate and associated legislation	
Town and Country Planning Act 1990	S70 (and 2C) - (Part 2 of 2) Provided that (a) An application may only be approved if it is judged acceptable in accordance with Council planning policies set out in the Local Plan including the Local Development Framework, and if no Councillor has requested that the application be reported to Committee for decision (giving appropriate reasons) within two weeks of receiving notification of its receipt or the Chair of the Planning Committee wishes to determine applications for planning permission and exercise the other non executive powers within Part III of the Town and Country Planning Act 1990 ("the Act") and subordinate and associated legislation	Director for Planning and Property, Head of Development Management, Head of Planning Regeneration, any Team Leader or Deputy Team Leader responsible to the Head of Development Management, or Head of Planning Regeneration, any Principal Planning Officer responsible to the Head of Development Management, or Head of Planning Regeneration, Head of Urban Design and Conservation, any Principal Officer responsible to the Head of Urban Design and Conservation

Legislation	Function	Proper Officer(s)
	<p>(b) In respect of applications for development or demolition in Conservation Areas or affecting Listed Buildings, any approval is not in conflict with representations or directions received from English Heritage or the Secretary of State.</p> <p>Authority is delegated to Officers to approve reserved matters which the Mayor of London has directed should be decided by the local planning authority.</p>	
Town and Country Planning Act 1990	<p>S 191 - Certification of lawfulness of existing use or development</p> <p>S 192 - Certification of lawfulness of proposed use or development</p> <p>S 193 - Supplementary provisions to S 191 and S 192</p>	<p>Director for Planning and Property, Head of Development Management, Head of Planning Regeneration, any Team Leader or Deputy Team Leader, Strategic Applications Lead, Principal or Senior Planning Officer responsible to the Head of Development Management, or Head of Planning Regeneration</p>

Legislation	Function	Proper Officer(s)
Town and Country Planning Act 1990	S 214 - Keeping a Register of Notifications of proposed works to trees in Conservation Areas	Director for Planning and Property, Head of Development Management, Head of Planning Regeneration, any Team Leader, Deputy Team Leader or Strategic Applications Lead, Principal Planning Officer responsible to the Head of Development Management, or Head of Planning Regeneration, any Senior Planning Officer, Special Projects Officer or Planning Officer responsible to the Head of Development Management, or Head of Planning Regeneration, Planning Officer, Technical Officer, Planning Technician, Head of Urban Design and Conservation; and any officer responsible to the Head of Development Management or Head of Planning Regeneration
Town and Country Planning Act 1990	S 72 - Imposing conditions to the granting of planning permission (Delegated to Officers as per Delegated Scheme under S 70) S73 - Determination of applications to develop without compliance with conditions previously attached (Delegated to Officers as per Delegated Scheme under S 70) S 73A - Determination of applications for development already carried out (Delegated to Officers as per Delegated Scheme under S 70)	Director for Planning and Property, Head of Development Management, Head of Planning Regeneration, any Team Leader, Deputy Team Leader, Principal or Senior Planning Officer responsible to the Head of Development Management, or Head of Planning Regeneration, Head of Urban Design and Conservation; any Principal Officer responsible to the Head of Urban Design and Conservation
Town and Country Planning Act 1990	S77 - Officers are authorised to respond to	Director for Planning and Property, Head of Development Management, Head of Planning Regeneration, Any Team Leader, Principal Planning

Legislation	Function	Proper Officer(s)
	all directions from the Secretary of State for referral of applications for planning permission to him, by formulating and presenting the case on behalf of the Council, including at any hearing held on behalf of the Secretary of State.	Officer, Senior Planning, Officer or Planning Officer responsible to the Head of Development Management, or Head of Planning Regeneration, Head of Urban Design and Conservation; any Principal or Senior Officer or Planning Officer responsible to the Head of Urban Design and Conservation, Head of Policy and Spatial Planning and any officer responsible to the Head of Policy and Spatial Planning
Town and Country Planning Act 1990	S 196 (and Planning Act 2008) - Right to enter land for purposes	Director for Planning and Property, Head of Development Management, or Head of Planning Regeneration, any Team Leader, Deputy Team Leader, Strategic Applications Lead, Principal or Senior Planning Officer responsible to the Head of Development Management, or Head of Planning Regeneration, Head of Urban Design and Conservation; and any Officer responsible to the Head of Urban Design and Conservation, Planning Officer and Planning Obligations Monitoring Officer
Town and Country Planning Act 1990	S 196A, S 196B, S 196C (and Planning Act 2008) - Powers of entry for purposes, including ascertaining whether there has been a breach, to determine whether powers should be exercised and how and to ascertain whether there has been compliance with any requirement	Director for Planning and Property, Head of Development Management, or Head of Planning Regeneration, any Team Leader, Deputy Team Leader, Strategic Applications Lead, Principal or Senior Planning Officer responsible to the Head of Development Management, or Head of Planning Regeneration, Head of Urban Design and Conservation; and any Officer responsible to the Head of Urban Design and Conservation, Planning Officer and Planning Obligations Monitoring Officer
Town and Country Planning Act 1990	S 301 - Officers are authorised to enter into S	Director for Planning, and Growth Head of Development Management, Head of Planning Regeneration, any Team Leader or Deputy Team

Legislation	Function	Proper Officer(s)
	<p>301 Legal Agreements to regulate future private use of land where a material change of use is instituted by the Crown without planning permission</p> <p>Officers are not required to report action taken under delegated powers conferred on the Council by this Act save that lists of planning decisions in determining applications under the Act, lists of any notices or breach of condition notices served by Officers under delegated powers and heads of any Section 106 Legal Agreements entered into without express approval, will be forwarded regularly for information to all the Members of the Planning Applications Committee and the Cabinet Members for Environment and Strategy.</p>	<p>Leader or Strategic Applications Lead, responsible to the Head of Development Management, or Head of Planning Regeneration</p>

Legislation	Function	Proper Officer(s)
Town and Country Planning Act 1990	S 247 – 260 Part X Highway Powers	Director of Public Realm, Assistant Director of Highways, Director of climate Change and Transport, Assistant Director of Transport Policy
Town and Country Planning Act 1990 Planning and Compulsory Purchase Act 2004 Greater London Authority Act 2007 Planning Act 2008	The power to exercise all such administrative, consultative and procedural functions related to and in connection with the preparation and review of any document which forms part of the Local Plan including the Local Development Framework, a Neighbourhood Plan, Community Infrastructure Levy, the London Plan, any form of national policy statement, or any other document of the GLA, or a local planning authority.	Director for Planning and Property, Head of Policy and Spatial Planning, any officer responsible to the Head of Policy and Spatial Planning, Director for Planning and Property, Head of Development Management, Head of Planning Regeneration
Town and Country Planning Act 1990 S2A-2E, 70	Approval of all revised or similar proposals where planning permission has been approved an earlier scheme for substantially the same land use(s) and where any revisions or variations do not introduce any additional departures from planning	Director for Planning and Property, Head of Development Management, Head of Planning Regeneration, any Team Leader, Deputy Team Leader, Principal or Senior Planning Officer or Strategic Applications Lead responsible to the Head of Development Management, or Head of Planning Regeneration

Legislation	Function	Proper Officer(s)
	<p>policies and standards in the Local Plan including the Local Development Framework, or in the London Plan, provided in respect of applications for development or demolition in Conservation Areas or affecting Listed Buildings, approval is not in conflict with representations received from English Heritage or the Secretary of State.</p>	
<p>Town and Country Planning Act 1990 S2A-2E, 70 Greater London Authority Act 1999/2007 Town and Country Planning (Mayor of London) Order 2008 Planning Act 2008</p>	<p>Officers are authorised to respond to all planning appeals by formulating and presenting the case on behalf of the Council. This includes those cases where, had an appeal not been made, the decision would have been made by Committee, but where it is not possible to obtain a Committee view within the Planning Inspectorate timescale.</p> <p>Authority is delegated to</p>	<p>Director for Planning and Property, Head of Development Management, Head of Planning Regeneration, any Team Leader or Deputy Team Leader, Principal Planning Officer, or Strategic Applications Lead, Senior Planning Officer or Planning Officer responsible to the Head of Development Management, or Head of Planning Regeneration, Head of Urban Design and Conservation; any Officer responsible to the Head of Urban Design and Conservation, Head of Policy and Spatial Planning and any officer responsible to the Head of Policy and Spatial Planning</p>

Legislation	Function	Proper Officer(s)
	<p>the Officers to respond to consultations from adjoining Boroughs on applications within their areas.</p> <p>Officers are authorised to represent the Council at any hearing held by the Mayor of London in relation to a planning application for which the Mayor is the appropriate authority.</p> <p>Officers are authorised to respond to any consultation from the Mayor of London and represent the Council at any hearing held by the Mayor of London in relation to a planning application for which the Mayor is the appropriate authority; or in relation to any review of the London Plan or other planning document prepared by the Mayor.</p>	

Legislation	Function	Proper Officer(s)
	<p>Officers are authorised to respond to any consultation from the Infrastructure Planning Commission or from applicants making applications to the Commission, and to represent the Council at any hearing held by the Commission in relation to any application for which it is the appropriate authority.</p>	
<p>Town and Country Planning Act 1990 Planning and Compulsory Purchase Act 2004 Planning Act 2008 Greater London Authority Act 2007 Town and Country Planning Act (Mayor of London) Order 2008 Planning Act 2008</p>	<p>The power to exercise all such administrative, consultative, procedural and inspection functions related to and in connection with the proper processing of applications and the implementation of the Development Management function under the Town and Country Planning legislation.</p> <p>And, without prejudice to the generality of the</p>	<p>Director for Planning and Property, Head of Development Management, Head of Planning Regeneration, any Senior Planning Officer, Special Projects Officer or Planning Officer responsible to the Head of Development Management, or Head of Planning Regeneration, any Team Leader or Deputy Team Leader responsible to the Head of Development Management, or Head of Planning Regeneration, any Principal Planning Officer or Strategic Applications Lead responsible to the Head of Development Management, or Head of Planning Regeneration, Planning Change Manager, Planning Support Supervisor, Planning Technician, Head of Urban Design and Conservation, and any Officer responsible to the Head of Urban Design and Conservation</p>

Legislation	Function	Proper Officer(s)
	<p>foregoing, the authority to exercise the following powers: S 65 (1) - Notification and publication of planning applications S 69 - Keeping of register of planning applications And, including, with reference to the above and where appropriate, holding: a) Planning Forums for the purpose of enabling public consultation; b) Design Review Panels for the purpose of securing an independent assessment of scheme design</p>	
<p>Town and Country Planning (Control of Advertisements) (England) Regulations 2007</p>	<p>R 8 - Discontinuance of deemed consent for advertisements which do not comply with Council policies in the Local Plan including the Local Development Framework.</p>	<p>Director for Planning and Property, Head of Development Management, Head of Planning Regeneration, any Team Leader or Deputy Team Leader or Strategic Applications Lead responsible to the Head of Development Management, or Head of Planning Regeneration, any Principal Officer responsible to the Head of Development Management, or Head of Planning Regeneration, Head of Urban Design and Conservation, Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager,</p>

Legislation	Function	Proper Officer(s)
		Licensing Manager, Trading Standards Officers or Senior Trading Standards Officers
Town and Country Planning (Development Management Procedure) (England) Order 2015	<p>Delegated to Officers as per delegated scheme under S 70 of Town and Country Planning Act 1990</p> <p>Town and Country Planning (Applications) Regulations 1988 R 4 - Directive to applicants to provide further information or verification.</p>	Director for Planning and Property, Head of Development Management, Head of Planning Regeneration, any Team Leader or Deputy Team Leader or Strategic Applications Lead responsible to the Head of Development Management, or Head of Planning Regeneration, any Principal or Senior Planning Officer responsible to the Head of Development Management, or Head of Planning Regeneration, Planning Officer, Technical Officer Supervisor, Technical Officer, Planning Technician
Town and Country Planning (Development Management Procedure) Order 2010	Delegated to Officers as per Delegated Scheme under S 70 of Town and Country Planning Act 1990, except that Councillors will be unable to request that applications be reported to Committee in those cases where the local Planning Authority is required by regulations to respond or decide within one month or less e.g. to notifications by telecommunications code	Director for Planning and Property, Head of Development Management, Head of Planning Regeneration, any Team Leader or Deputy Team Leader responsible to the Head of Development Management, or Head of Planning Regeneration, any Principal Officer or Strategic Applications Lead, responsible to the Head of Development Management, or Head of Planning Regeneration, any Senior Planning Officer, Special Projects Officer or Planning Officer responsible to the Head of Development Management, or Head of Planning Regeneration, Technical Officer Supervisor, Technical Officer, Planning Technician, Planning Officer

Legislation	Function	Proper Officer(s)
	system operators installing street furniture, for applications for prior determination in respect of various permitted development rights, and consultations as to whether the Council wishes to exercise control over the method of demolition for permitted development etc.).	
Town and Country Planning (Environmental Impact Assessment)(England and Wales) Regulations 1999	S4(2)(b) - Provision of a screening opinion S10(3) and (4) - Provision of scoping opinion	Director for Planning and Property, Head of Development Management, Head of Planning Regeneration, any Team Leader or Deputy Team Leader or Strategic Applications Lead responsible to the Head of Development Management, Head of Planning Regeneration, any Principal or Senior Planning Officer responsible to the Head of Development Management, Head of Planning Regeneration
Town and Country Planning (General Permitted Development) Order 1995 (as amended)	To respond to and determine applications for prior approval.	Director for Planning and Property Head of Development Management, Head of Planning Regeneration, any Team Leader or Deputy Team Leader or Strategic Applications Lead responsible to the Head of Development Management, Head of Planning Regeneration, any Principal or Senior Planning Officer responsible to the Head of Development Management, Head of Planning Regeneration
Toys (Safety) Regulations 2011	As appropriate	Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Trade Description Act 1968	As appropriate	Director of Public Protection, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer

Legislation	Function	Proper Officer(s)
Trade Descriptions Act 1968 Trade Marks Act 1994 Trading Representations (Disabled Persons) Act 1958 Trading Representations (Disabled Persons) Amendment Act 1972	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words “Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants”, Trading Standards Officer or Senior Trading Standards Officer
Trade in Animals and Related Product Regulations 2011	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Trade in Animals and Related Products Regulations 2011	As appropriate	Environmental Health Officer, Strategic Head of Environmental Health.
Trade Marks Act 1994	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Trading Schemes Act 1996	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words:- “Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants”, Trading Standards Officer or Senior Trading Standards Officer
Trading Stamps Act 1964	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words:- “Environmental Health Officer, Licensing Officer, Public Protection and

Legislation	Function	Proper Officer(s)
		Safety Officer, Corporate Health and Safety Officer, Environmental Assistants” Trading Standards Officer or Senior Trading Standards Officer
Traffic Calming Act 1992		Director of Climate Change and Transport, Assistant Director of Transport Policy
Traffic Management Act 2004	In its entirety	Director of Climate Change and Transport, Assistant Director of Transport Policy, Assistant Director of Highways, Assistant Director of Capital Projects, Assistant Director of Parking Services, Parking Services managers, team leaders and Officers, Civil Officers
Traffic Management Act 2004	Part 3 Permit Schemes - The Traffic Management (London Borough of Hammersmith and Fulham) Permit Scheme Order 2009 (Statutory Instrument 3168)	Director of Climate Change and Transport, Assistant Director of Transport Policy, Assistant Director of Capital Projects, Assistant Director of Transport Policy, Assistant Director of Parking Services, Parking Services managers, team leaders and Officers, Civil Officers, Director for Public Realm, Assistant Director Highways
Traffic Management Act 2004	As appropriate	Director for Public Realm, Assistant Director Highways
Transmissible Spongiform Encephalopathies (England) Regulations 2018	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Transmissible Spongiform Encephalopathies 2010 as amended	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words:- “Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants”, Trading Standards Officer or Senior Trading Standards Officer
Transport Act 1968 / Transport Act 1982	S 52 Control of operating centres for goods	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Head of Waste

Legislation	Function	Proper Officer(s)
	vehicles on environmental grounds	Management, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, Trading Standards Manager, Licensing Manager, Environmental Assistants”, Trading Standards Officers or Senior Trading Standards Officers, Director for Climate Change and Transport, Assistant Director of Capital Projects and Assistant Director of Transport Policy, Director of Planning and Property Head of Development Management, Head of Planning Regeneration
Transport Act 2000	As appropriate	Director for Climate Change and Transport, Assistant Director of Highways, Assistant Director of Capital Projects, Assistant Director of Transport Policy
Transport Management Act 2004	As appropriate	Director for Climate Change and Transport, Assistant Director of Transport Policy, Assistant Director of Highways, Director for Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Director of Street Environment Services, Environmental Protection Manager, Head of Regulatory Services, Trading Standards Manager, Licensing Manager, Commercial Services Manager, Business Support Manager, Private Sector Housing Manager, Trading Standards Manager, Licensing Manager, Environmental Assistants
Unsolicited Goods and Services Act 1971 and Unsolicited Goods and Services (Amendment) Act 1975	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words:- “Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants”, Trading Standards Officer or Senior Trading Standards Officer
Unsolicited Goods and Services Act 1971	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading

Legislation	Function	Proper Officer(s)
		Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Vehicle Excise and Registration Act 1994	As appropriate	Director for Climate Change and Transport, Assistant Director of Parking Services, Parking Services managers, team leaders and Officers, CCTV Operators and Civil Officers
Vehicles (Crime) Act 2001	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words "Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants", Trading Standards Officer or Senior Trading Standards Officer
Vehicles (Crime) Act 2001	As appropriate	Director of Public Protection Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Veterinary Medicines Regulations 2013	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Video Recordings Act 1984	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Video Recordings Act 2010	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words:- "Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental

Legislation	Function	Proper Officer(s)
		Assistants”, Trading Standards Officer or Senior Trading Standards Officer
Violent Crime Reduction Act 2003	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words:- “Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants”, Trading Standards Officer or Senior Trading Standards Officer
Water Act 1989	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Quality Manager, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words:- “Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants”
Water Industries Act 1991	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Environmental Health, Environmental Quality Manager.
Weights and Measures Acts 1963 / 1976 / 1985	As appropriate	Trading Standards Manager, Licensing Manager, Trading Standards Officer or Senior Trading Standards Officer
Weights and Measures Act 1985	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer
Welfare of Animals at Time of Killing (England) Regulations 2015	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer

Legislation	Function	Proper Officer(s)
Zoo Licensing Act 1981	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Quality Manager, Head of Environmental Health, Environmental Protection Manager, Trading Standards Manager, Licensing Manager, Private Sector Housing Manager, any post incorporating the words:- “Environmental Health Officer, Licensing Officer, Public Protection and Safety Officer, Corporate Health and Safety Officer, Environmental Assistants”
Zoonoses (Monitoring) (England) Regulations 2007	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Head of Regulatory Services, Trading Standards Manager, Trading Standards Officer or Senior Trading Standards Officer

Legislation	Function	Proper Officer(s)
Anti-Social Behaviour Act 2003	As appropriate	Director of Public Protection, Assistant Director of Community Safety, Director of Public Realm, Assistant Director of Street Environment Services
Cleaner Neighbourhoods and Environment Act 2005	Section 2, Gating Orders – To allow highways to be gated when they are contributing to criminal activity and anti-social behaviour.	Director of Public Protection, Assistant Director of Community Safety
Cleaner Neighbourhoods and Environment Act 2005	Section 55-68, Dog Control – to introduce dog control orders that prescribe offences relating to dog fouling, failing to keep a dog on a lead, allowing dogs to enter land from which they are excluded, and multiple dog walking.	Director of Public Protection, Assistant Director of Community Safety
Cleaner Neighbourhoods and Environment Act 2005	Section 3-17, Nuisance Vehicles – To deal with offences relating to selling and repairing a vehicle on the road and to dispose of abandoned vehicles.	Director of Public Realm, Assistant Director of Street Environment Services, Director for Climate Change and Transport, Assistant Director of Parking Services
Cleaner Neighbourhoods and Environment Act 2005	As appropriate	Director of Public Realm, Assistant Director of Street Environment Services

Legislation	Function	Proper Officer(s)
Cleaner Neighbourhoods and Environment Act 2005	Section 18-27, Littering Provisions – To issue fixed penalty notices for littering. To issue Litter Abatement Orders and Notices to clear land of litter and refuse. To issue Litter Control Notices and fixed penalty notices when they are breached. To control the distribution of free literature.	Director of Public Realm, Assistant Director of Street Environment Services, Director of Public Protection, Assistant Director of Community Safety
Control of Pollution Act 1989	Control of Pollution (Amendment) Act 1989 (investigation of the duty to produce authority to transport controlled waste)	Director of Public Realm, Assistant Director of Street Environment Services
Counter-Terrorism and Border Security Act 2019	Allows local authorities to place an individual referred to Prevent on the Channel Panel for consideration.	Director of Public Protection, Assistant Director of Community Safety, Prevent Manager
Counter-Terrorism and Security Act 2015	Sections 26-35 place a duty to have 'due regard to the need to prevent people from being drawn into terrorism' and places the Channel Panel on a statutory footing.	Director of Public Protection, Assistant Director of Community Safety, Prevent Manager
Criminal Attempts Act 1981	Section 1 and 2 Criminal Attempts Act 1981 – Investigation of attempting to commit a criminal offence, relating to fly tipping and waste disposal	Director of Public Realm, Assistant Director of Street Environment Services, Director of Public Protection, Assistant Director of Community Safety
Criminal Damage Act 1971	Section 1- To enforce offences such as writing, painting, soiling and defacing marked property and the highway.	Director of Public Realm, Assistant Director of Street Environment Services, Director of Public Protection, Assistant Director of Community Safety
Criminal Justice Act 1967	Section 9 Criminal Justice Act 1967 (witness statement and presentation requirements acceptable by a court)	Director of Public Realm, Assistant Director of Street Environment Services, Director of Public Protection, Assistant Director of Community Safety
Criminal Justice and Public Order Act 1994	Section 166 – Officer investigation of ticket tout offences at designated football matches.	Director of Public Realm, Assistant Director of Street Environment Services, Director of Public Protection, Assistant Director of Community Safety

Legislation	Function	Proper Officer(s)
Criminal Procedures and Investigation Act 1996	Section 23 – Officer use of the code of practice	Director of Public Realm, Assistant Director of Street Environment Services, Director of Public Protection, Assistant Director of Community Safety
Data Protection Act 1998	Section 29 and 34 - Obtaining of information with regard to the investigation of criminal offences	Director of Public Realm, Assistant Director of Street Environment Services
Environment Act 1995	Section 108 – officer investigation and obtaining information re pollution offences	Director of Public Realm, Assistant Director of Street Environment Services, Director of Public Protection, Assistant Director of Community Safety
Environmental Protection Act 1990	As appropriate	Director of Public Realm, Assistant Director of Street Environment Services, Director of Public Protection, Assistant Director of Community Safety
Environmental Protection Act 1990	Sections 79 to 82 – Control of statutory nuisances	Director of Public Protection, Assistant Director of Community Safety
Food Act 1984	Section 27 Food Act 1984 – Officer investigation of name and address displayed on trading-ice cream vans.	Director of Public Protection, Assistant Director of Community Safety
Forgery and Counterfeiting Act 1981	Section 1-4 Forgery and Counterfeiting Act 1981 (investigation of the offence of forgery, including false waste transport documents and trade waste agreements)	Director of Public Realm, Assistant Director of Street Environment Services, Director of Public Protection, Assistant Director of Community Safety
Fraud Act 2006	Sections 1-3 – Investigation of false documentation or representation with regards waste or transport documents.	Director of Public Realm, Assistant Director of Street Environment Services
Gaming Act 1968	Section 5 Gaming Act 1968 - investigation of games on street by officers	Director of Public Realm, Assistant Director of Street Environment Services
Highways Act 1980	As appropriate	Director of Public Realm, Assistant Director of Street Environment Services
Land Registry Act 2002	Sections 66 and 67 – Authority to inspect register and take copies as required when undertaking an investigation.	Director of Public Realm, Assistant Director of Street Environment Services

Legislation	Function	Proper Officer(s)
Litter Act 1983	Section 5 Litter Act 1983 – investigation and monitoring with regard duty to maintain a litter bin placed on the local authority.	Director of Public Realm, Assistant Director of Street Environment Services
Local Authorities Cemeteries Order 1974	Grant of exclusive right of burial in accordance with the above Order	Director of Public Realm, Assistant Director of Parks and Leisure
Local Authority Cemeteries Order 1977	In respect of Cemeteries to carry out the Services and responsibilities of the Council in accordance with the above Order	Director of Public Realm, Assistant Director of Parks and Leisure
Local Authority Cemeteries Order 1977	To authorise the repurchase of rights of burial at the original sale price in accordance with the above Order	Director of Public Realm, Assistant Director of Parks and Leisure
Local Authority Cemeteries Order 1977	To waive agreed portions of burial fees for people fulfilling residency qualifications in accordance with the above order	Director of Public Realm, Assistant Director of Parks and Leisure
Local Government Act 1972	Section 222 – Prosecution of offences outside the Borough	Director of Public Realm, Assistant Director of Community Safety
London Local Authorities Act 1990	As appropriate	Director of Public Realm, Assistant Director of Street Environment Services, Director of Public Protection, Sub- Licencing Committee
London Local Authorities Act 1994	Section 4 – Investigation and enforcement against illegal distribution of free literature	Director of Public Realm, Assistant Director of Street Environment Services, Director of Public Protection, Assistant Director of Community Safety
London Local Authorities Act 1995	Section 10 – Officer authorisation to remove placards and posters	Director of Public Realm, Assistant Director of Street Environment Services
London Local Authorities Act 1995	Section 12 – to enable officers to take enforcement action relating to signs that are detrimental to the area.	Director of Public Realm, Assistant Director of Street Environment Services
London Local Authorities Act 1995	Section 19 – to enable officers to support street cleansing operations.	Director of Public Realm, Assistant Director of Street Environment Services

Legislation	Function	Proper Officer(s)
London Local Authorities Act 2004	Section 15 and 16 – Investigation of offences and issuing of fixed penalty notices under Schedule 2 of the Act.	Director of Public Realm, Assistant Director of Street Environment Services
London Local Authorities Act 2004	Section 26 – Investigation of offences and authority to request name and address of offender.	Director of Public Realm, Assistant Director of Street Environment Services
London Local Authorities Act 2007	Section 20 and 21 – Applying waste domestic and commercial collection arrangements.	Director of Public Realm, Assistant Director of Street Environment Services
London Local Authorities and Transport for London Act 2003	Section 17 – Investigation and authority to remove articles in street.	Director of Public Realm, Assistant Director of Street Environment Services
Magistrates Court Act 1980	Section 5A Magistrates Court Act 1980 - evidence admissible in court and written statements.	Director of Public Realm, Assistant Director of Street Environment Services
New Roads and Street Works Act 1991	Section 51 – control of unauthorised street works	Director of Public Realm
Pedlar Act 1871	Section 10-12 Pedlar Act 1871 – To enforce on various offences under this Act including certificate offences.	Director of Public Realm, Assistant Director of Street Environment Services
Prevention of Damage by Pest Act 1949	Section 1- 54 Prevention of Damage by Pest Act 1949 – Investigation and enforcement action on waste on private land and statutory duty to keep land free of rats and mice.	Director of Public Realm, Assistant Director of Street Environment Services
Public Health Act 1875, the Open Spaces Act 1906 and the Local Government (Miscellaneous Provisions) Act 1976	To exercise all the Council's powers and functions in relation to Parks, recreation grounds and open spaces including (but not limited to) those under the above Acts	Assistant Director of Parks and Leisure
Public Health Act 1875, the Open Spaces Act 1906 and the Local Government	To carry out duties imposed on the Council by the lease with the Church Commissioners for Fulham Palace.	Director of Public Realm, Fulham Palace Trust Chief Executive

Legislation	Function	Proper Officer(s)
(Miscellaneous Provisions) Act 1976		
Local Government (Miscellaneous Provisions) Act 1976	Section 33 Power to reinstate gas, electricity and water supplies.	Assistant Director Environmental Health and Regulatory Services, Assistant Director Housing Standards, Private Sector Housing Manager
Public Health Act 1936	Section 198 – Mortuary functions: Reception of dead bodies and postmortem.	Head of Emergency Services, Mortuary Manager, Deputy Mortuary Manager, Mortuary Assistant
Public Health Act 1936	Section 78 – Investigation and enforcement on waste accumulations on private land.	Director of Public Realm, Assistant Director of Street Environment Services
Public Health Act 1936	<p>Section 45 Building having defective closets capable of repair – power to serve of notices requiring remedial works.</p> <p>Section 48 Power to examine and test drains believed to be defective.</p> <p>Section 79 Removal of noxious matter from premises - service of notices requiring remedial works, carrying out works in default and requiring payment for the costs of works in default.</p> <p>Section 83 Cleansing of filthy and verminous premises – power to serve notices requiring remedial works, carrying out works in default and requiring payment for the costs of works in default.</p> <p>Section 84 Power to take remedial action in respect of cleansing of verminous articles.</p>	Assistant Director Environmental Health and Regulatory Services, Assistant Director Housing Standards, Private Sector Housing Manager

Legislation	Function	Proper Officer(s)
	Section 85 Power to take action in respect of verminous persons.	
Public Health Act 1961	Section 17(3) Power to serve notice requiring the remedy of stopped-up drains and the repair of drains and private sewers. Section 22 Power to cleanse or repair drains.	Assistant Director Environmental Health and Regulatory Services, Assistant Director Housing Standards, Private Sector Housing Manager
Public Health Act 1961	Section 34 - Investigation and removal of accumulations of rubbish on private land.	Director of Public Realm, Assistant Director of Street Environment Services
Public Libraries and Museums Act 1964	To exercise the Council's functions to provide a comprehensive and efficient library service for all persons desiring to make use thereof, and for that purpose employ such officers, to provide and maintain such buildings and equipment, such as books and other materials, and to do such things as may be requisite including approving library holiday opening hours.	Director of Public Realm, Head of Culture
Refuse Disposal Amenity Act 1978	Section 2 - To remove parts of a motor vehicle from the highway.	Director of Public Realm, Assistant Director of Street Environment Services, Director for Climate Change and Transport, Assistant Director of Parking Services
Refuse Disposal Amenity Act 1978	Section 6 – To remove other items, such as bicycles, from the highway.	Director of Public Realm, Assistant Director of Street Environment Services
Scrap Metal Dealers Act 1964	Section 1 Scrap Metal Dealers Act 1964 – Investigation of waste transport with regards scrap metal by officers.	Director of Public Realm, Assistant Director of Street Environment Services
Scrap Metal Dealers Act 2013	Section 6 – Investigation of waste transport offences and supply of information.	Director of Public Realm, Assistant Director of Street Environment Services

Legislation	Function	Proper Officer(s)
The Births and Deaths Registration Act 1949, The Marriage Act 1949, The Civil Partnership Act 2004	To act as the Proper Officer for the Registration Services as governed by the above Acts.	Head of Customer and Business Development
The Microchipping of Dogs (England) Regulations 2015	Regulation 12 - An authorised person may serve a notice requiring the dog keeper to have the dog microchipped within 21 days, arrange for the dog to be microchipped and recover the cost, and take possession of the dog to check that it's been microchipped.	Director of Public Protection, Assistant Director of Community Safety, Assistant Director of Parks and Leisure
The Microchipping of Dogs (England) Regulations 2015	As appropriate	Director of Public Protection, Assistant Director of Community Safety, Assistant Director of Parks and Leisure
The Road Vehicles (Registration and Licensing) Act 2002	Section 27 – Obtaining information from DVLA in relation to an investigation.	Director of Public Realm, Assistant Director of Street Environment Services
Theft Act 1968	Section 17 – To investigate false or deceptive trade waste agreements.	Director of Public Realm, Assistant Director of Street Environment Services
Theft Act 1968	Section 15 – Required to undertake any joint investigation work with other Council teams such as internal audit or benefit fraud.	Director of Public Realm, Assistant Director of Street Environment Services
Town and Country (Control of Advertisements) (England) Regulations 2007	Schedule 3 Part 1 Class 3 – Investigation of advertisements.	Director of Public Realm, Assistant Director of Street Environment Services
Town And Country Planning Act 1990	Section 224 – To remove advertisements such as boards from the highway.	Director of Public Realm, Assistant Director of Street Environment Services
Town And Country Planning Act 1990	Section 225 – To remove placards or posters.	Director of Public Realm, Assistant Director of Street Environment Services
Town and Country Planning Act 1990	Section 215 – officer investigation of waste on private land.	Director of Public Realm, Assistant Director of Street Environment Services

Legislation	Function	Proper Officer(s)
Town and Country Planning Act 1990	Section 224 – Officer investigation of advertisement control.	Director of Public Realm, Assistant Director of Street Environment Services
Town and Country Planning Act 1990	Section 225 – Power to remove placards and posters.	Director of Public Realm, Assistant Director of Street Environment Services
Water Industries Act 1991	Section 176 – Authorisation to use standpipes from hydrants in streets	Director of Public Realm, Assistant Director of Street Environment Services
Anti-Social Behaviour Act 2003	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Assistant Director Housing Standards, Private Sector Housing Manager, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Commercial Services Manager, Head of Environmental Health, any post incorporating the words “Public Protection and Safety Officer” and / or “Pest Control Officer”
Anti-Social Behaviour, Crime and Policing Act 2014	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Quality Manager, Assistant Director Housing Standards, Environmental Protection Manager, Head of Regulatory Services, Trading Standards Manager, Licensing Manager, Commercial Services Manager and Head of Environmental Health (Commercial), Private Sector Housing Manager, Any post incorporating the words “Environmental Health Officer”, “Licensing Officer”, “Public Protection and Safety Officer”, “Corporate Health and Safety Officer”, “Environmental Assistant”, “Environmental Quality Officer”, “Policy Officer”, “Senior Technical Officer”, Director of Climate Change and Transport, Assistant Director of Parking Services, Civil Enforcement Officer, Parking Services managers, team leaders and officers

Legislation	Function	Proper Officer(s)
Building Act 1984	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Assistant Director Housing Standards, Private Sector Housing Manager, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Commercial Services Manager and Head of Environmental Health, Assistant Director of Building Control, any post incorporating the words “Public Protection and Safety Officer, Corporate Safety Officer, Licensing Officer, StreetScene Officer, Pest Control Officer”, any Principal Building Control Officer, Senior Building Control Officer, Building Control Officer, Principal Structural Engineer / Means of Escape Fire Safety, Surveyor / Electrical and Mechanical Engineer, Senior Structural Engineer / Means of Escape Fire Safety Surveyor
Building Act 1985	Part IV – All sections relevant to the enforcement of Building Regulations.	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Assistant Director Housing Standards, Private Sector Housing Manager, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Commercial Services Manager and Head of Environmental Health, Assistant Director of Building Control, any post incorporating the words “Public Protection and Safety Officer, Corporate Safety Officer, Licensing Officer, StreetScene Officer, Pest Control Officer”, any Principal Building Control Officer, Senior Building Control Officer, Building Control Officer, Principal Structural Engineer / Means of Escape Fire Safety, Surveyor / Electrical and

Legislation	Function	Proper Officer(s)
		Mechanical Engineer, Senior Structural Engineer / Means of Escape Fire Safety Surveyor
Building Act 1986	Part V – Supplementary: section –135	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Assistant Director Housing Standards, Private Sector Housing Manager, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Commercial Services Manager and Head of Environmental Health, Assistant Director of Building Control, any post incorporating the words “Public Protection and Safety Officer, Corporate Safety Officer, Licensing Officer, StreetScene Officer, Pest Control Officer”, any Principal Building Control Officer, Senior Building Control Officer, Building Control Officer, Principal Structural Engineer / Means of Escape Fire Safety, Surveyor / Electrical and Mechanical Engineer, Senior Structural Engineer / Means of Escape Fire Safety Surveyor
Charities Act 1992	S65 to S79 (Authority to authorise issue or refuse applications for permits to conduct public charitable collection and offences thereof).	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Commercial Services Manager and Head of Environmental Health
Children and Families Act 2014	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Quality Manager, Head of Environmental Health (Residential), Environmental Protection Manager, Head of Regulatory Services, Trading Standards Manager, Licensing Manager, Commercial Services Manager and Head of

Legislation	Function	Proper Officer(s)
		Environmental Health (Commercial), Private Sector Housing Manager, Any post incorporating the words:- “Environmental Health Officer”, “Licensing Officer”, “Public Protection and Safety Officer”, “Corporate Health and Safety Officer”, “Environmental Assistant”, “Environmental Quality Officer”, “Policy Officer”, “Senior Technical Officer”, Director of Climate Change and Transport, Assistant Director of Parking Services, Civil Enforcement Officer, Parking Services managers, team leaders and officers
Clean Neighbourhoods and Environment Act 2005	As appropriate	Director of Public Realm, Director of Public Protection, Director of Climate Change and Transport, Assistant Director of Community Safety, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Pest Control Manager, Environmental Quality Manager, Trading Standards Manager, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officers, Pest Control Officers, Environmental Assistants”
Control of Pollution (Amendment) Act 1989	As appropriate	Director of Climate Change and Transport, Assistant Director of Climate Changes, Environmental Quality Manager, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Pest Control Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the

Legislation	Function	Proper Officer(s)
		words “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer”
Control of Pollution Act 1974	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Director of Climate Change and Transport, Assistant Director of Climate Change, Environmental Quality Manager, Environmental Protection Manager, Pest Control Manager, Trading Standards Manager, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer”
Criminal Damage Act 1971	As appropriate	Director of Public Protection, Assistant Director of Community Safety, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Pest Control Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Commercial Services Manager, any post incorporating the words “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer”
Criminal Justice and Police Act 2001	As appropriate	Director of Public Protection, Assistant Director of Community Safety, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health
Criminal Justice and Public Order Act 1994	As appropriate	Director of Public Protection, Assistant Director of Community Safety, Assistant Director Environmental

Legislation	Function	Proper Officer(s)
		Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, Assistant Director Leisure, Sports and Culture, Chief Officer, Public Realm, Chief Officer, Safer Neighbourhoods and Regulatory Services
Criminal Justice Act 1988	As appropriate	Director of Public Protection, Assistant Director of Community Safety, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health
Criminal Justice Act 1991	As appropriate	Director of Public Protection, Assistant Director of Community Safety, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health
Dangerous Dogs Act 1991	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Assistant Director of Community Safety, Head of Environmental Health, Environmental Protection Manager, Pest Control Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and, any post incorporating the words "Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer"

Legislation	Function	Proper Officer(s)
Environment Act 1995	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Environmental Quality Manager, Pest Control Manager, Trading Standards, Licensing Manager, Commercial Services Manager and Head of Environmental Health, any post incorporating the words "Public Protection and Safety Officer, Corporate Safety Officer"
Environmental Protection Act 1990	As appropriate	Director of Public Protection, Assistant Director of Community Safety, Assistant Director Environmental Health and Regulatory Services, Assistant Director Housing Standards, Private Sector Housing Manager, Environmental Quality Manager, Environmental Protection Manager, Pest Control Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words "Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer, Environmental Assistants, Pest Control Officer"
General	To approve the provision of seasonal street decorations within the Borough.	Director of Public Realm, Director for Climate Change and Transport
GLC (General Powers) (No. 2) Act 1978	As appropriate	Director of Public Realm; Assistant Director of Community Safety, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words "Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer"

Legislation	Function	Proper Officer(s)
GLC (General Powers) Act 1966	As appropriate	Director of Public Protection, Assistant Director of Community Safety, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, Any post incorporating the words "Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer"
GLC (General Powers) Act 1968	As appropriate	Director of Public Protection; Assistant Director of Community Safety, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, Any post incorporating the words "Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer"
GLC (General Powers) Act 1969	As appropriate	Director of Public Protection; Assistant Director of Community Safety, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, Any post incorporating the words "Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer"
GLC (General Powers) Act 1970	S 8 - Authorised vehicles on walkways.	Director of Public Protection; Assistant Director of Community Safety, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing

Legislation	Function	Proper Officer(s)
		Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer”, Director for Climate Change and Transport, Assistant Director of Capital Projects
GLC (General Powers) Act 1971	S 15 - Licensing of scaffolding, hoardings etc.	Director of Public Realm; Assistant Director of Highways, Director of Public Protection, Assistant Director of Community Safety, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer”, Director for Climate Change and Transport, Assistant Director of Capital Projects
GLC (General Powers) Act 1971	As appropriate	Director of Public Protection; Assistant Director of Community Safety, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer”, Director for Climate Change and Transport, Assistant Director of Capital Projects
GLC (General Powers) Act 1973	As appropriate	Director of Public Protection; Assistant Director of Community Safety, Assistant Director Environmental Health and Regulatory Services, Environmental

Legislation	Function	Proper Officer(s)
		Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer”, Director for Climate Change and Transport, Assistant Director of Capital Projects
GLC (General Powers) Act 1974	As appropriate	Director of Public Protection; Assistant Director of Community Safety, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer”, Director for Climate Change and Transport, Assistant Director of Capital Projects
GLC (General Powers) Act 1978	As appropriate	Director of Public Protection; Assistant Director of Community Safety, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer”, Director for Climate Change and Transport, Assistant Director of Capital Projects
GLC (General Powers) Act 1981	As appropriate	Director of Public Protection; Assistant Director of Community Safety, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing

Legislation	Function	Proper Officer(s)
		Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer”, Director for Climate Change and Transport, Assistant Director of Capital Projects
GLC (General Powers) Act 1982	S 5 Repair of vehicles on highway.	Director of Public Protection; Assistant Director of Community Safety, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer”, Director for Climate Change and Transport, Assistant Director of Capital Projects
GLC (General Powers) Act 1984	Part VI Provisions relating to the sale of goods by competitive bidding	Director of Public Protection; Assistant Director of Community Safety, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer”
GLC (General Powers) Act 1986	As appropriate	Director of Public Protection; Assistant Director of Community Safety, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental

Legislation	Function	Proper Officer(s)
		Health, any post incorporating the words "Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer"
Health Act 2006	As appropriate	Director of Public Protection, Assistant Director of Community Safety, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Environmental Quality Manager, Trading Standards, Licensing Manager, Commercial Services Manager and Head of Environmental Health, Any post incorporating the words "Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer, Pest Control"
Health Act 2009	As appropriate	Director of Public Protection, Assistant Director of Community Safety, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Environmental Quality Manager, Trading Standards, Licensing Manager, Commercial Services Manager and Head of Environmental Health, Any post incorporating the words "Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer, Pest Control"
Highways Act 1835	S72 – Use of the Highway	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words "Public Protection and Safety Officer, StreetScene Officer"
Highways Act 1980	As appropriate	Director of Public Protection, Director for Climate Change and Transport, Assistant Director of Capital Projects, Assistant Director of Transport Policy, Assistant Director Environmental Health and

Legislation	Function	Proper Officer(s)
		Regulatory Services, StreetScene Enforcement Manager, any post incorporating the words: "StreetScene"
Highways Act 1980	S137 - Obstruction to highway	Director of Public Realm, Assistant Director of Highways, Director for Climate Change and Transport, Assistant Director of Capital Projects, Assistant Director of Transport Policy, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager, Environmental Assistants and Head of Environmental Health, any post incorporating the words "Public Protection and Safety Officer, Corporate Safety Officer"
Highways Act 1980	S138 - Erection of structures on a highway	Director of Public Realm, Assistant Director of Highways, Director for Climate Change and Transport, Assistant Director of Capital Projects, Assistant Director of Transport Policy, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words – "Public Protection and Safety, Corporate Safety Officer, StreetScene Officer, Environmental Assistants"
Highways Act 1980	S139 / S140 - Builders Skips	Director of Public Realm, Assistant Director of Highways, Director of Public Protection, Assistant Director of Community Safety, Director for Climate Change and Transport, Assistant Director of Capital Projects, Assistant Director of Transport Policy,

Legislation	Function	Proper Officer(s)
		Assistant Director Environmental Health and Regulatory Services, StreetScene Enforcement Manager, Senior StreetScene Enforcement Officers, StreetScene Officers, Environmental Assistants, Public Protection and Safety Officers
Highways Act 1980	S141 - Restriction of planting trees, etc., in or near carriageway	Director of Public Realm, Assistant Director of Highways, Director for Climate Change and Transport, Assistant Director of Capital Projects, Assistant Director of Transport Policy, Assistant Director Environmental Health and Regulatory Services, StreetScene Enforcement Manager, Public Protection and Safety Officer, Senior StreetScene Officers, StreetScene Officers, Environmental Assistants
Highways Act 1980	S142 - Licence to plant trees, shrubs, etc., on the highway	Director of Public Realm, Assistant Director of Highways, Director for Climate Change and Transport, Assistant Director of Capital Projects, Assistant Director of Transport Policy, Assistant Director Environmental Health and Regulatory Services, StreetScene Enforcement Manager, Public Protection and Safety Officer, Senior StreetScene Officers, StreetScene Officers, Environmental Assistants
Highways Act 1980	S143 - Power to remove structures from highways	Director of Public Realm, Assistant Director of Highways, Director for Climate Change and Transport, Assistant Director of Capital Projects, Assistant Director of Transport Policy, Assistant Director Environmental Health and Regulatory Services, StreetScene Enforcement Manager, Public Protection and Safety Officer, Senior StreetScene Officers, StreetScene Officers, Environmental Assistants
Highways Act 1980	S144 - Power to erect flagpoles, etc. on highways	Director of Public Realm, Assistant Director of Highways, Director for Climate Change and Transport,

Legislation	Function	Proper Officer(s)
		Assistant Director of Capital Projects, Assistant Director of Transport Policy, Assistant Director Environmental Health and Regulatory Services, StreetScene Enforcement Manager, Public Protection and Safety Officer, Senior StreetScene Officers, StreetScene Officers, Environmental Assistants
Highways Act 1980	S145 - Powers as to gates across highways	Director of Public Realm, Assistant Director of Highways, Director for Climate Change and Transport, Assistant Director of Capital Projects, Assistant Director of Transport Policy, Assistant Director Environmental Health and Regulatory Services, StreetScene Enforcement Manager, Public Protection and Safety Officer, Senior StreetScene Officers, StreetScene Officers, Environmental Assistants
Highways Act 1980	S147 - Erection of stiles, etc., in footpath or bridleway	Director of Public Realm, Assistant Director of Highways, Director for Climate Change and Transport, Assistant Director of Capital Projects, Assistant Director of Transport Policy, Assistant Director Environmental Health and Regulatory Services, StreetScene Enforcement Manager, Public Protection and Safety Officer, Senior StreetScene Officers, StreetScene Officers, Environmental Assistants
Highways Act 1980	S 149 - Removal of deposits	Director of Public Realm, Assistant Director of Highways, Director for Climate Change and Transport, Head of Highway Maintenance and Projects, Assistant Director of Transport Policy, Assistant Director Environmental Health and Regulatory Services, StreetScene Enforcement Manager, Public Protection and Safety Officer, StreetScene Officer
Highways Act 1980	S 150 - Removal of snow, soil, etc.	Director of Public Realm, Assistant Director of Highways, Director for Climate Change and Transport,

Legislation	Function	Proper Officer(s)
		Head of Highway Maintenance and Projects, Assistant Director of Transport Policy, Assistant Director Environmental Health and Regulatory Services, StreetScene Enforcement Manager, Public Protection and Safety Officer, StreetScene Officer
Highways Act 1980 Section 8	Agreement between local highway authorities, e.g. to allow Transport for London to place a sign on LBHF highway.	Director of Public Realm, Assistant Director of Highways
Highways Act 1980 Sections 116 and 117	To allow consideration of an application from a third party requesting the stopping up of a highway as unnecessary (s117) and to subsequently pursue the stopping up (s116).	Director of Public Realm, Assistant Director of Highways
LCC (General Powers) Act 1920	As appropriate	Director of Public Realm, Assistant Director of Highways, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, Any post incorporating the words: "Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer"
LCC (General Powers) Act 1956	As appropriate	Director of Public Realm, Assistant Director of Highways, Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, Any post incorporating the words: "Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer"

Legislation	Function	Proper Officer(s)
LCC (General Powers) Act 1957	S 81 - Removal of bottles from streets	Director of Public Realm, Assistant Director of Highways, Head of Residential Operations, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, Any post incorporating the words: "Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer, Environmental Assistants"
Local Government (Miscellaneous Provisions) Act 1976	S 7 - Control of road-sided sales	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words:- "Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer, Environmental Assistants, Pest Control Officer"
Local Government (Miscellaneous Provisions) Act 1976	S 16 - Requisition for information	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Assistant Director Housing Standards, Private Sector Housing Manager, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words:- "Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer, Environmental Assistants, Pest Control Officer"
Local Government (Miscellaneous Provisions) Act 1976	S 20 - Provision of sanitary appliances at places of entertainment	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager,

Legislation	Function	Proper Officer(s)
		StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words:- “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer, Environmental Assistants, Pest Control Officer”
Local Government (Miscellaneous Provisions) Act 1976	S 35 - Obstruction of private sewers	Director of Public Realm, Assistant Director of Highways, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words:- “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer, Environmental Assistants, Pest Control Officer”
Local Government (Miscellaneous Provisions) Act 1982	S 1 and Schedule 1 – Public Entertainment	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words:- “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer”
Local Government (Miscellaneous Provisions) Act 1982	S 2 - Control of sex establishments	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words:- “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer”

Legislation	Function	Proper Officer(s)
Local Government (Miscellaneous Provisions) Act 1982	S 3 and Schedule 4 – Street Trading	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words:- “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer”
Local Government (Miscellaneous Provisions) Act 1982	S 13 – S 17 – Licensing of Acupuncture, Tattooing, Ear-Piercing and Electrolysis	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words:- “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer”
Local Government (Miscellaneous Provisions) Act 1982	S 52 and S 12: Grant and renewal of licences for public entertainment	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager and Head of Environmental Health, any post incorporating the words:- “Public Protection and Safety Officer, Corporate Safety Officer”
London Local Authorities Act 1990	Part III – Street Trading: to exercise all the Council’s powers and function in relation to Street Trading	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, Any post incorporating the words:- “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer,

Legislation	Function	Proper Officer(s)
		Environmental Assistants, Pest Control Officer”, Director for Customer and Business Development, Director of Public Realm, Head of Waste and Street Enforcement
London Local Authorities Act 1994	Street Trading: licences and enforcement	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Assistant Director Environmental Health and Regulatory Services, Any post incorporating the words:- “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer”, Director for Customer and Business Development, Head of Waste and Street Enforcement
London Local Authorities Act 1995	Part II – Parking	Director of Public Realm, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, Any post incorporating the words:- “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer”, Director of Climate Change and Transport, Assistant Director of Parking Services, Civil Enforcement Officer, Parking Services managers, team leaders and officers
London Local Authorities Act 1996	Part V – Miscellaneous – Obstruction of authorised officer	Director of Public Realm, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager and Performance, StreetScene Enforcement Manager

Legislation	Function	Proper Officer(s)
		and Head of Environmental Health, Any post incorporating the words:- “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer”, Team Leader (Development Control), Group Officer (Specialist Planning Services), Assistant Director Environmental Health and Regulatory Services, Environment Protection Manager, StreetScene Enforcement Manager, Public Protection and Safety Officer, StreetScene Officer, Environmental Assistants, Director for Planning and Head of Development Management, Head of Development Management, Any Team Leader responsible to the Head of Development Management, Any Principal Planning Officer responsible to the Head of Development Management, Urban Design and Conservation Manager, any Principal Planning Officer responsible to the Urban Design and Conservation Manager, Director for Climate Change and Transport
London Local Authorities Act 1996	S 10 - Powers to remove or obliterate placards and posters	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environment Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager and Performance, StreetScene Enforcement Manager and Head of Environmental Health, Any post incorporating the words:- “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer”, Team Leader (Development Control), Group Officer (Specialist Planning Services), Assistant Director Environmental Health and Regulatory Services, Environment Protection Manager, StreetScene Enforcement Manager, Public Protection and Safety

Legislation	Function	Proper Officer(s)
		Officer, StreetScene Officer, Environmental Assistants, Director for Planning and Head of Development Management, Head of Development Management, Any Team Leader responsible to the Head of Development Management, Any Principal Planning Officer responsible to the Head of Development Management, Urban Design and Conservation Manager, any Principal Planning Officer responsible to the Urban Design and Conservation Manager, Director for Climate Change and Transport
London Local Authorities Act 1996	Part II – S 3 – S 9 – Bus Lanes	Director of Public Realm, Assistant Director of Highways, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager and Performance, StreetScene Enforcement Manager and Head of Environmental Health, Any post incorporating the words:- “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer”, Team Leader (Development Control), Group Officer (Specialist Planning Services), Assistant Director Environmental Health and Regulatory Services, Environment Protection Manager, StreetScene Enforcement Manager, Public Protection and Safety Officer, StreetScene Officer, Environmental Assistants, Director for Planning and Head of Development Management, Head of Development Management, Any Team Leader responsible to the Head of Development Management, Any Principal Planning Officer responsible to the Head of Development Management, Urban Design and Conservation Manager, any

Legislation	Function	Proper Officer(s)
		Principal Planning Officer responsible to the Urban Design and Conservation Manager, Director for Climate Change and Transport
London Local Authorities Act 2004	Part 2 – Abandoned vehicles	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, Any post incorporating the words:- “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer, Environmental Assistants”, Area Waste Supervisor, Monitoring Officer, Commercial Waste Officers, Waste Action Officer, Director of Climate Change and Transport, Assistant Director of Parking Services, Parking Services managers, team leaders and officers, Civil Enforcement Officers
London Local Authorities Act 2007	Part 2.3 – Abandoned vehicles	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager and Performance, StreetScene Enforcement Manager and Head of Environmental Health, Any post incorporating the words:- “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer, Environmental Assistants”, Area Waste Supervisor, Monitoring Officer, Commercial Waste Officers, Waste Action Officer, Director of Climate Change and Transport, Assistant Director of Parking Services, Parking Services managers, team leaders and officers, Civil Enforcement Officers

Legislation	Function	Proper Officer(s)
London Local Authorities and Transport for London Act 2003	Part 2 Road Traffic and Highways	Director of Public Protection, Director for Climate Change and Transport, Assistant Director of Parking Services, Parking Services managers, team leaders and officers, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words:- "Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer, Environmental Assistants"
London Local Authorities and Transport for London Act 2003	Section 4 - (Penalty charges for road traffic contraventions)	Director for Climate Change and Transport, Assistant Director of Parking Services, Parking Services managers, team leaders and officers, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words:- "Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer, Environmental Assistants"
London Local Authorities and Transport for London Act 2003	Section 5 -(Contraventions of lorry ban order: supplementary)	Director for Climate Change and Transport, Assistant Director of Parking Services, Parking Services managers, team leaders and officers, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words:- "Public Protection and Safety Officer,

Legislation	Function	Proper Officer(s)
		Corporate Safety Officer, StreetScene Officer, Environmental Assistants”
London Local Authorities and Transport for London Act 2003	Section 7 -(Misapplication of offences)	Director for Climate Change and Transport, Assistant Director of Parking Services, Parking Services managers, team leaders and officers, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words:- “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer, Environmental Assistants”
London Local Authorities and Transport for London Act 2003	Sections 8 – 11 -(Fixed Penalty Notices)	Director for Climate Change and Transport, Assistant Director of Parking Services, Parking Services managers, team leaders and officers, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, any post incorporating the words:- “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer, Environmental Assistants”
London Local Authorities and Transport for London Act 2003	Section 16 - (Vehicle crossings over footways and verges)	Director for Climate Change and Transport, Assistant Director of Parking Services, Parking Services managers, team leaders and officers, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and

Legislation	Function	Proper Officer(s)
		Head of Environmental Health, any post incorporating the words:- “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer, Environmental Assistants”
Protection from Harassment Act 1997	As appropriate	Director of Public Protection, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager and Head of Environmental Health, Any post incorporating the words:- “Public Protection and Safety Officer, Corporate Safety Officer”
Refuse Disposal (Amenity) Act 1978	As appropriate	Director of Public Realm, Director of Climate Change and Transport, Assistant Director of Parking Services, Parking Services managers, team leaders and officers, Civil Enforcement Officers, Operations Manager Environmental Enforcement and Protection, Head of Waste and Street Enforcement, Waste Action Development Manager, StreetScene Enforcement Manager, Public Protection and Safety Officer, StreetScene Officer, Environmental Assistants, Area Waste Supervisor, Monitoring Officer
Regulation of Investigatory Powers Act 2000	To approve the following officers, to enable them to authorise application under Part II.	Director of Climate Change and Transport, Assistant Director of Parking Services
Regulation of Investigatory Powers Act 2000	To act as Designated Person for applications for Communication Data under Part 1 and as Authorised Person under Parts II and to authorise officers to make application to the Magistrates court for judicial approval pursuant to Section 223 of the Local Government Act 1972.	Director of Public Protection, Assistant Director of Environmental Health and Regulatory Services, Head of Environmental Health, Head of Regulatory Services

Legislation	Function	Proper Officer(s)
Road Traffic (Vehicle Emissions) (Fixed Penalty) (England) Regulations 2002	As appropriate	Director of Climate Change and Transport, Environmental Quality Manager, Head of Environmental Health (Residential), Environmental Protection Manager, Head of Regulatory Services, Trading Standards Manager, Licensing Manager, Commercial Services Manager and Head of Environmental Health (Commercial), Private Sector Housing Manager, Any post incorporating the words:- “Environmental Health Officer”, “Licensing Officer”, “Public Protection and Safety Officer”, “Corporate Health and Safety Officer”, “Environmental Assistant”, “Environmental Quality Officer”, “Policy Officer”, “Senior Technical Officer”, Director of Climate Change and Transport, Assistant Director of Parking Services, Civil Enforcement Officer, Parking Services managers, team leaders and officers
Sunday Trading Act 1994	As appropriate	Director of Public Protection, Assistant Director of Community Safety, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager and Head of Environmental Health, Any post incorporating the words:- “Public Protection and Safety Officer, Corporate Safety Officer, StreetScene Officer, Environmental Assistants”
Town and Country Planning Act 1990	S 215 - Power to require proper maintenance of land	Any Team Leader, responsible to the Head of Development Management. Any Principal Planning officer responsible to the Head of Development Management, Head of Urban Design and Conservation, any Principal Planning Officer responsible to the Head of Urban Design and

Legislation	Function	Proper Officer(s)
		<p>Conservation, Any Principal Planning Officer responsible to the Head of Development Management, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager, Manager – Regulatory Services, Any post incorporating the words:- “Environmental Health Officer, Principal Private Housing Services Officer, Corporate Safety Officer, Licensing Officer, Technical Officer, Environmental Protection Officer, StreetScene Officer, Environmental Assistants”, Contaminated Land Officer, Director for Planning and Property, Head of Development Management, any Team Leader responsible to the Head of Development Management, any Principal or Senior Planning Officer responsible to the Head of Development Management</p>
Town and Country Planning Act 1990	S 216- Power to prosecute against non-compliance with S 215	<p>Any Team Leader, responsible to the Head of Development Management. Any Principal Planning officer responsible to the Head of Development Management, Head of Urban Design and Conservation, any Principal Planning Officer responsible to the Head of Urban Design and Conservation, Any Principal Planning Officer responsible to the Head of Development Management, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager, Manager – Regulatory</p>

Legislation	Function	Proper Officer(s)
		Services, Any post incorporating the words:- “Environmental Health Officer, Principal Private Housing Services Officer, Corporate Safety Officer, Licensing Officer, Technical Officer, Environmental Protection Officer, StreetScene Officer, Environmental Assistants”, Contaminated Land Officer, Director for Planning and Property, Head of Development Management, any Team Leader responsible to the Head of Development Management, any Principal or Senior Planning Officer responsible to the Head of Development Management
Town and Country Planning Act 1990	S 224 - Control over advertisements (see Town and Country Planning (Control of Advertisements) (England) Regulations 2007	Any Team Leader, responsible to the Head of Development Management. Any Principal Planning officer responsible to the Head of Development Management, Head of Urban Design and Conservation, any Principal Planning Officer responsible to the Head of Urban Design and Conservation, Any Principal Planning Officer responsible to the Head of Development Management, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager, Manager – Regulatory Services, Any post incorporating the words:- “Environmental Health Officer, Principal Private Housing Services Officer, Corporate Safety Officer, Licensing Officer, Technical Officer, Environmental Protection Officer, StreetScene Officer, Environmental Assistants”, Contaminated Land Officer, Director for Planning and Property, Head of Development

Legislation	Function	Proper Officer(s)
		Management, any Team Leader responsible to the Head of Development Management, any Principal or Senior Planning Officer responsible to the Head of Development Management
Town and Country Planning Act 1990	S225 (as amended by Section 10 of the London Local Authorities Act 1995) – illegal estate agent boards	Any Team Leader, responsible to the Head of Development Management. Any Principal Planning officer responsible to the Head of Development Management, Head of Urban Design and Conservation, any Principal Planning Officer responsible to the Head of Urban Design and Conservation, Any Principal Planning Officer responsible to the Head of Development Management, Assistant Director Environmental Health and Regulatory Services, Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager, StreetScene Enforcement Manager, Manager – Regulatory Services, Any post incorporating the words:- “Environmental Health Officer, Principal Private Housing Services Officer, Corporate Safety Officer, Licensing Officer, Technical Officer, Environmental Protection Officer, StreetScene Officer, Environmental Assistants”, Contaminated Land Officer, Director for Planning and Property, Head of Development Management, any Team Leader responsible to the Head of Development Management, any Principal or Senior Planning Officer responsible to the Head of Development Management
Town and Country Planning Act 1990	S 324 (and Planning Act 2008) - Right of entry for survey purposes in connection with the Local Development Framework (including the	Any officer of the Planning Division, excluding Fulham Palace officers and gardeners, Assistant Director Environmental Health and Regulatory Services,

Legislation	Function	Proper Officer(s)
	UDP), or London Plan, monitoring of development, planning applications, advertisement control, tree preservation order consents, enforcement and special controls notices (which would include Section 215 notices), removal or obliteration of placards or posters and estimating land values in connection with CPO's or compensation	Environmental Protection Manager, Trading Standards, Licensing Manager, Commercial Services Manager and Head of Environmental Health, Any post incorporating the words:- "Public Protection and Safety Officer, Corporate Safety Officer"

Legislation	Function	Proper Officer(s)
General	To approve the granting of tenancies and leases at the industrial estates/business centres managed by the Place Department (including extension of leases) within the policy criteria and parameters laid down by the Council for support to small businesses.	Director of Planning and Property, Head of Economic Development, Learning and Skills
General	To represent the Council on Greater Hammersmith Business Improvement District board.	Assistant Director of Economic Development
General	To represent the Council on Park Royal Partnership Board.	Assistant Director of Economic Development
General	In respect of European Regional Development Fund contract to administer contracts and review schemes in accordance with the guidance specified by the Government Office for London.	Assistant Director of Economic Development
General	Commission work in respect of the Council's regeneration (social and physical) and learning objectives.	Assistant Director of Economic Development, Learning and Skills; £10,000
General	Strategic policy in respect of adult learning and skills. Developing the Authority's capacity	Assistant Director of Economic Development, Learning and Skills

Legislation	Function	Proper Officer(s)
	to offer training (incorporating Learning and Skills), work experience and employment opportunities to unemployed Borough residents.	
General	Enforcement of Tenancy Conditions under all grounds of the Housing Act 1985, Housing Act 1996, and Crime and Disorder Act 1998.	Director for Asset Management and Property Services, Home Buy and Property Solutions, Head of Neighbourhood Services, Pinnacle Housing Limited in place of Head of Neighbourhood Services South, Head of Client Management and Housing Performance
General	To allocate the management of blocks of flats to the organisation that brought them into the scheme without the need to tender, provided that the core management fee per unit does not exceed the standard agreed core charge and that additional service charges are paid at cost.	Assessment Manager, Property and Place Manager, Property Procurement Manager
General	To instruct the Assistant Director of Legal and Democratic Services to grant and determine licences of Housing Department property for short life use, whether residential or not, within the Council's overall policy.	Assessment Manager, Property and Place Manager, Property Procurement Manager, Head of Neighbourhood Services
General	To process and determine applications from Housing Associations for postponement of the Council's charge.	Assessment Manager, Property and Place Manager, Property Procurement Manager
General	To appoint external consultants to provide expert advice in connection with Private Sector Leasing dilapidation claims at a fee not exceeding RICS fee Scale 7.2(3).	Assessment Manager, Property and Place Manager, Property Procurement Manager

Legislation	Function	Proper Officer(s)
General	To terminate leases prior to lease end date after correct notices have been served on private sector landlord.	Assessment Manager, Property and Place Manager, Property Procurement Manager
General	To authorise payments to surveyors to carry out feasibility studies on Council owned buildings up to a maximum value of £20,000 per study.	Assessment Manager, Property and Place Manager, Property Procurement Manager (£10,000)
Land Compensation Act 1973	Authority to agree substitute Housing Association Leasing Schemes required to meet targets, provided they come within tendered prices and total expenditure on all schemes remains within the budget provision for homelessness.	Assessment Manager, Property and Place Manager, Property Procurement Manager
London Buildings Acts	Only in the Council's capacity as owner of a property.	Director Asset Management and Property Services
Enforcement of tenancy conditions under all grounds of the Housing Act 1985, Housing Act 1996, Crime and Disorder Act 1998, and Anti-social Behaviour Act 2003	Confirmation that s.1(2) of the Crime and Disorder Act 1998 has been complied with and that every other relevant Authority has been consulted with regard to a proposed application for an anti-social behaviour order.	Director of Public Protection, Assistant Director Community Safety
Enforcement of tenancy conditions under all grounds of the Housing Act 1985, Housing Act 1996, Crime and Disorder Act 1998, and Anti-social Behaviour Act 2003 and Anti-Social Behaviour Crime and Policing Act 2014	Confirmation that the local authority has been consulted prior to the authorisation of a closure notice pursuant to s.1(2)(a) of the Anti-Social Behaviour Act 2003.	Director of Public Protection, Assistant Director Community Safety
Enforcement of tenancy conditions under all grounds of the Housing Act 1985, Housing Act 1996, Crime and Disorder Act 1998, and Anti-	Confirmation that the local authority consents to the authorisation of a Dispersal Order pursuant to s.31(2), or that consultation has	Director of Public Protection, Assistant Director Community Safety

Legislation	Function	Proper Officer(s)
social Behaviour Act 2003 and Anti-Social Behaviour Crime and Policing Act 2014	taken place in relation to the withdrawal of such Order pursuant to s.31(7).	
Anti-Social Behaviour Crime and Policing Act 2014 s.43	Issuing a Community Protection Warning or Notice	Head of Neighbourhood services North. Head of Neighbourhood Services South
Enforcement of tenancy conditions under all grounds of the Housing Act 1985, Housing Act 1996, Crime and Disorder Act 1998, and Anti-social Behaviour Act 2003 and Anti-Social Behaviour Crime and Policing Act 2014	Application for Criminal Behaviour Orders, subject to agreement of Anti-Social Behaviour Panel.	Head of Neighbourhood services North. Head of Neighbourhood Services South (Pinnacle Housing Limited)
Enforcement of tenancy conditions under all grounds of the Housing Act 1985, Housing Act 1996, Crime and Disorder Act 1998, and Anti-social Behaviour Act 2003	To give discounts to small film companies, charities and educational trusts etc. on the TV. and filming rights charges agreed by the Cabinet.	Director of Public Realm, Assistant Director of Cultural Services
Enforcement of tenancy conditions under all grounds of the Housing Act 1985, Housing Act 1996, Crime and Disorder Act 1998, and Anti-social Behaviour Act 2003	To agree the temporary use of Council properties for short periods for police surveillance in respect of dealing with potential criminal activities such as drug dealing, etc.	Director of Public Protection, Assistant Director of Community Safety
Regulation of Investigatory Powers Act 2000	To authorise applications under Part II of the Act and authorise officers to make application to the Magistrates court for judicial approval pursuant to Section 223 of the Local Government Act 1972.	Director of Public Protection, Assistant Director of Community Safety
Housing Act 1985 – Sections 118-188 and Housing and Planning Act 1986	To administer and make changes to the scope of the Register of Interest in Home Ownership.	Assistant Director Housing Growth, Home Buy Manager.

Legislation	Function	Proper Officer(s)
Housing Act 1985 – Part 2, Section 9 Local Government (Miscellaneous Provisions) Act 1982	The determination of future use of vacant Council dwellings.	Director for Asset Management and Property Services, Assistant Director for Housing Services, Head of Allocations and Lettings
Criminal Law Act 1977	To authorise, sign and serve Certificates of Protected Intended Occupation.	Director for Asset Management and Property Services,
Criminal Law Act 1977	To authorise, sign and serve notice to vacate premises on service of Certificate of Protected and Intended Occupation.	Director for Asset Management and Property Services,

Legislation	Function	Authorised officers
General	Granting of consent for the transfer of up to a maximum of 50 units between Registered Social Landlords.	Executive Director of Place in consultation with Executive Director of Finance and Corporate Services and Chief Executive
Possession proceedings under all grounds of the Housing Act 1984	To approve in conjunction with the Chief Executive the granting of loans and grants to housing association.	Executive Director of Place in conjunction with Chief Executive
Possession proceedings under all grounds of the Housing Act 1985	The acquisition of leases of residential property financed from the General Fund.	AD Housing Management, Property and Place Manager, Procurement Manager - subject to overall programme approval by the Cabinet and Ministry of Housing, Communities and Local Government
Schemes for assured shorthold and other tenancy arrangements with Housing Associations	To consider and determine requests by owners of discounted market sales properties (as secured under the terms of planning obligations under the Town and Country Planning Act) to be released from the obligation to sell at a discounted price in return for the payment to the Council of a sum equivalent to that discount and to identify schemes, and use the monies received, for the provision and improvement of affordable housing	Head of Valuation and Property Services, Head of Housing Strategy, Housing Strategy Manager, Home Buy Manager

Legislation	Function	Authorised officers
Schemes for assured shorthold and other tenancy arrangements with Housing Associations	To agree the sale of the Council's freehold or Head leasehold interest in a property jointly to the leaseholders, where all flats are subject to long leases or where the right of enfranchisement would apply, on terms deemed appropriate by the Head of Valuation and Property Services and in accordance with statutory duties.	Head of Housing Strategy in conjunction with the Head of Valuation and Property Services, Housing Strategy Manager, Executive Director for Place, and Home Buy Manager
Possession proceedings under all grounds of the Housing Act 1985	To approve the sale of properties which qualifying tenants have applied to purchase under the Right to Buy legislation at the relevant price provided in the legislation and as certified by the Principal Valuer.	Director of Planning and Property, Chief Housing Officer In consultation with Assistant Director of Legal and Democratic Services. Head of Valuation and Property Services and Head of Housing Strategy and Housing Strategy Manager and Home Buy Manager
Possession proceedings under all grounds of the Housing Act 1985	To conduct forfeiture proceedings against Council leaseholders for breaches of lease.	Director of Planning and Property, Assistant Director, Research and Innovation, in consultation with Assistant Director of Legal Services
Chapter 1 Leasehold Reform Housing and Urban Development Act 1993 (LRHUDA)	Approval of sale of Freehold Enfranchisement, Chapter 1 Leasehold Reform Housing and Urban Development Act 1993 (LRHUDA)	Director of Planning and Property, Assistant Director, Research and Innovation and Home Buy Manager
Statutory lease extensions would be Chapter II Leasehold Reform Housing and Urban Development Act 1993	Approval of sale of Statutory lease extensions would be Chapter II Leasehold Reform Housing and Urban Development Act 1993	Director of Planning and Property, Assistant Director, Research and Innovation and Home Buy Manager
S.106 TCPA 1990	Approval sale of council's interest in Council Shared Equity in line with S106 TCPA 1990	Director of Planning and Property, Assistant Director, Research and Innovation, Head of Valuation and Property Services and Home Buy Manager

Legislation	Function	Authorised officers
Building Act 1984 and Party Wall Act 1996	In respect of Council-owned or leased property – authority to deal with all matters under the Acts, as pertains to building owner or occupier of property	Director of Planning and Property, Assistant Director, Research and Innovation, Head of Operations, Senior Property Compliance Manager

Legislation	Function	Proper Officer(s)
Local Government (Miscellaneous Provisions) Act 1982 Accommodation Agencies Act 1953 Protection from Eviction Act 1977, Landlord and Tenant Act 1985, Rent Act 1977, Landlord and Tenant Act 1987 and Housing Act 1988	To investigate and to instruct the Assistant Director of Legal and Democratic Services to initiate prosecutions for offences relating to private sector accommodation and our accommodation as landlord	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager, Head of Environmental Health
Housing Act 1985 Parts 6 and 11 Building Act 1984 Sections 59,64,69,76; Public Health Act 1936 Section 45, 48, 79, 83 Site Waste Management Plans Regulations 2008 Environmental Protection Act 1990 Part 3 Public Health (Recurring Nuisances) Act 1969 Section 2	To serve notices under the above legislation to require works or other improvements at premises. To instigate works in default of owners failing to comply with the above notices, or in conjunction with the Assistant Director of Legal and Democratic Services to prosecute persons failing to comply with any notice as served. To recover costs incurred in execution of works in default including by use of the powers in the Law of Property Act 1925.	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager, Head of Environmental Health

Legislation	Function	Proper Officer(s)
Housing Grants Construction and Regeneration Act 1996 Chapter 4 Housing Act 1996 Part 2 Housing Act 2004 Part 1		
Local Government (Miscellaneous Provisions) Act 1976	In its entirety	Director of Public Protection, Head of Environmental Health, Assistant Director Housing Standards, Private Sector Housing Manager, Public Protection and Safety Officers, Processing Officers, Business Support Manager, Business Support Officer
Local Government (Miscellaneous provisions) Act 1982, s29 and associated legislation	To recover costs; to enter the land and/or buildings to undertake works in connection with an empty or unoccupied building for the purpose of preventing unauthorised entry to it, or preventing it becoming a danger to public health. To serve notice, to recover expenses in relation to those works.	Director of Public Protection, Assistant Director Building Control, Head of Environmental Health, Assistant Director Housing Standards, Private Sector Housing Manager, Public Protection and Safety Officers
Housing Act 2004 Part 4	To authorise the making of an Interim or Final Management Order under either Chapter 1 or an Interim or Final Empty Dwelling Management Order under Chapter 2 of Part 4 of the Act.	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager
Housing Act 2004 Part 4	To take all supplementary action following the making of the Management Order.	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager
Housing Act 1996 Housing Act 2004 (Part 2)	To make charges for the administrative costs of Houses in Multiple Occupation registration or licensing and to make demands for charges. To waive or vary charges for Houses in Multiple Occupation registration or licensing.	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager

Legislation	Function	Proper Officer(s)
Housing Act 2004 - Part 2 (Licensing of Houses in Multiple Occupation) and Part 3 (Selective licensing of other residential accommodation)	Notice of intention to grant a licence, grant a licence, grant a licence with modifications or to vary a licence under Schedule 5 of the Act and associated confirmatory decision notices.	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager, Public Protection and Safety Officers, Processing Officers, Business Support Officers, Business Support Manager
Housing Act 2004 - Part 2 (Licensing of Houses in Multiple Occupation) and Part 3 (Selective licensing of other residential accommodation)	Notice of intention to refuse a licence, refuse to vary a licence, revoke a licence or refuse to revoke a licence and associated confirmatory decision notices.	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager
Housing Act 2004 - Part 2 (Licensing of Houses in Multiple Occupation) and Part 3 (Selective licensing of other residential accommodation)	Serving of notices on appropriate persons and application to Residential Property Tribunal for Rent Repayment Order under Section 73 of the Act.	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager
Housing Act 2004 - Part 2 (Licensing of Houses in Multiple Occupation) and Part 3 (Selective licensing of other residential accommodation)	Service of Temporary Exemption Notices under Section 62 of the Act.	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager
Housing Act 2004 - Part 2 (Licensing of Houses in Multiple Occupation) and Part 3 (Selective licensing of other residential accommodation)	Authority to sign a licence on behalf of the Local Housing Authority.	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager

Legislation	Function	Proper Officer(s)
Housing Act 2004 Part 4 Chapter 3 (Overcrowding Of Houses in Multiple Occupation)	To serve notice of intention to serve an HMO overcrowding notice, to serve an overcrowding notice, to vary or revoke such notices and to give notice of associated confirmatory decisions.	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager
Housing Act 1985	Section 335 Power to require information about persons sleeping in dwelling. Section 336 Power to require production of rent book, or similar document. Section 338 Power to serve notices to abate overcrowding.	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager
Housing Act 2004 Part 7 And Schedule 3 (Supplementary Provisions And Power Of Entry)	To instigate works in default of owners failing to comply with any relevant notices, licence or orders, or in conjunction with the Assistant Director of Legal Services to prosecute persons failing to comply with any notice, any requirement of the Act or any Regulation made or otherwise committing an offence under the under Parts 1 to 4 and Part 7 of the Act.	Director of Public Protection, Assistant Director Housing Standards Private Sector Housing Manager.
Housing Act 2004 Part 7 And Schedule 3 (Supplementary Provisions And Power Of Entry)	To serve any demand for the recovery of expenses for work in default provided for by the Act or any notice of intention to carry out works without agreement.	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager, Principal Private Housing and Health Officers, Public Protection and Safety Officers
Housing Act 2004 Part 7 And Schedule 3 (Supplementary Provisions And Power Of Entry)	To authorise the service of a recovery notice requiring rents to be paid to the local housing authority once demand has become operative.	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager, Public Protection and Safety Officers

Legislation	Function	Proper Officer(s)
Town and Country Planning Act 1990, Section 226	To exercise the power for the compulsory acquisition of land for development and other planning purposes	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager
The Management of Houses in Multiple Occupation (England) Regulations 2006 The Licensing and Management of Houses in Multiple Occupation (Additional provisions) (England) Regulations 2007 Above as amended by The Houses in Multiple Occupation (Management) (England) Regulations 2009	To prosecute for failure to comply with the Regulations	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager
Local Government (Miscellaneous Provisions) Act 1976, Section 16	To require certain information from the owners and occupiers of premises.	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager, Environmental Health Officer
Housing Act 1985 Section 191A Housing Grants Construction And Regeneration Act 1996, Section 57 Housing Act 2004 Sections 108	To organise the carrying out of works on behalf of an owner who is in receipt of a statutory notice, or a potential grant applicant.	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager, Public Protection and Safety Officers

Legislation	Function	Proper Officer(s)
Housing Act 1985 Sections 264 and 368	To carry out supplementary actions regarding a Closing Order, Demolition Order or Slum Clearance Order.	Director of Public Protection, Enforcement and Protection, Assistant Director Housing Standards, Private Sector Housing Manager, Head of Environmental Health, Public Protection and Safety Officers
Housing Act 2004 Part 2 (Licensing Of Houses In Multiple Occupation) and Part 3 (Selective Licensing of Other Residential Accommodation)	Notice of intention to grant a licence, grant a licence with modifications or to vary a licence under Schedule 5 of the Act and associated confirmatory decision notices.	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager
Housing Act 2004 Part 2 (Licensing Of Houses In Multiple Occupation) and Part 3 (Selective Licensing of Other Residential Accommodation)	Notice of intention to refuse a licence, refuse to vary a licence, revoke a licence or refuse to revoke a licence and associated confirmatory decision notices.	Director of Public Protection, Assistant Director Housing Standards, Public Protection and Safety Officers, Processing Officers, Business Support Officers, Business Support Manager
Housing Act 2004 Part 2 (Licensing Of Houses In Multiple Occupation) and Part 3 (Selective Licensing of Other Residential Accommodation)	Service of Temporary Exemption Notices under Section 62 of the Act.	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager
Housing Act 2004 Part 2 (Licensing Of Houses In Multiple Occupation) and Part 3 (Selective Licensing of Other	Authority to sign a licence on behalf of the Local Housing Authority.	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager

Legislation	Function	Proper Officer(s)
Residential Accommodation)		
Housing Act 2004 Part 4 Chapters 1 and 2 (Additional Control Provisions Relating to Residential Accommodation)	To serve notices of intention to make, vary, refuse to vary, revoke or refuse to revoke Interim and Final Management Orders under Chapters 1 or 2 of Part 4 of the Act.	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager
Housing Act 2004 Part 4 Chapters 1 and 2 (Additional Control Provisions Relating to Residential Accommodation)	To give notice of all consequential decisions, to authorise expenditure to carry out works or to supply furniture to premises subject to such Orders.	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager
Housing Act 2004 Part 4 Chapters 1 and 2 (Additional Control Provisions Relating to Residential Accommodation)	Power of entry to carry out works in connection with Interim or Final Management Orders	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager
Housing Act 2004 Part 4 Chapter 3 (Overcrowding of Houses in Multiple Occupation)	To serve notice of intention to serve an HMO overcrowding notice, to serve an overcrowding notice, to vary or revoke such notices and to give notice of associated confirmatory decisions.	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager
Housing Act 2004 Part 7 and Schedule 3 (Supplementary Provisions and Power Of Entry)	Notice under Section 235 of the Act requiring production of documents for any purpose connected with the exercise of any of the Council's functions under Parts 1 to 4 of the Act or investigating whether any offence has been committed.	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager

Legislation	Function	Proper Officer(s)
Housing Act 2004 Part 7 and Schedule 3 (Supplementary Provisions and Power Of Entry)	Authority to enter any premises under Section 239(3) for the purposes of survey or examination with respect to any of the Council's functions under Parts 1 to 4 of the Act or to ascertain whether any offence has been committed.	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager
Housing Act 2004 Part 7 and Schedule 3 (Supplementary Provisions and Power Of Entry)	Authority to make an HMO declaration under Section 255 of the Act and to serve the associated notice of declaration	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager
Housing Act 2004 Part 7 and Schedule 3 (Supplementary Provisions and Power Of Entry)	To serve any demand for the recovery of expenses for work in default provided for by the Act or any notice of intention to carry out works without agreement.	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager
Housing Act 2004 Part 7 and Schedule 3 (Supplementary Provisions and Power Of Entry)	To authorise the service of a recovery notice requiring rents to be paid to the local housing authority once demand has become operative.	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager
London Local Authorities Act 2004 s9 and associated legislation	To authorise power of entry, serve notice, carry out works and recover expenses in relation to nuisance from birds	Director of Public Protection, Assistant Director Housing Standards, Private Sector Housing Manager
Town and Country Planning Act 1990	S 215 - Power to require proper maintenance of land	Director of Public Realm, Director of Public Protection, Director of Planning and Property
Town and Country Planning Act 1990	S 106, S106A, B, S106BA of the TCPA 1990 (determination of applications to amend affordable housing obligations) - Officers are authorised to enter into Section 106 Legal Agreements in order to regulate the use of land in accordance with or in order to secure compliance	Director of Planning and Property, Head of Development Management, Head of Planning Regeneration, any Team Leader, Deputy Team Leader, Principal or Senior Planning Officer responsible to the Head of Development Management or Head of Planning Regeneration, the Planning

Legislation	Function	Proper Officer(s)
	<p>with Council planning policy in the Local Plan including the Local Development Framework, or with the London Plan, but excluding requirements for payment of sums of money to the Council not previously authorised by Committee. Officers are authorised to vary Section 106 Legal Agreements provided the agreement still covers substantially the same heads as previously approved by Committee.</p> <p>Officers are authorised to negotiate with the Mayor of London with regard to any S106 Legal Agreements for which the Mayor is the appropriate authority.</p> <p>Officers be authorised to undertake proceedings in respect of any breach of a planning obligation.</p>	<p>Change Manager, Head of Urban Design and Conservation; any Principal Officer responsible to the Head of Urban Design and Conservation</p>
Town and Country Planning Act 1990	S 216 - To investigate and instruct the Assistant Director of Legal and Democratic Services to prosecute for non-compliance with a S215 Notice	<p>Director for Planning and Property, Head of Development Management, any Team Leader or Deputy Team Leader responsible to the Head of Development Management, any Principal Planning Officer responsible to the Head of Development Management, Head of Urban Design and Conservation, any Principal Officer responsible to the Head of Urban Design and Conservation, Head of Environmental Health, Assistant Director Housing Standards, Private Sector Housing Manager, Public Protection and Safety Officers, Empty Property Officer</p>
Town and Country Planning Act 1990	S219 - Power to enter land and take steps as required by the notice and to instruct recovery of costs and placing a charge on the land	<p>Director for Planning and Property, Head of Development Management, any Team Leader or Deputy Team Leader responsible to the Head of Development Management, any Principal Planning</p>

Legislation	Function	Proper Officer(s)
		Officer responsible to the Head of Development Management, Head of Urban Design and Conservation, any Principal Officer responsible to the Head of Urban Design and Conservation, Head of Environmental Health, Assistant Director Housing Standards, Private Sector Housing Manager, Public Protection and Safety Officers, Empty Property Officer
Police and Criminal Evidence Act 1984 Criminal Procedures and Investigation Act 1996 Criminal Justice Act 1988 Theft Act 1968 Theft Act 1978 Fraud Act 2006 Proceeds of Crime Act 2002	To authorise action regarding the prevention, detection and prosecution of acts of fraud or corruption committed against the Council.	Director of Public Protection, Assistant Director Community Safety, Assistant Director Housing Standards, Assistant Director Environmental Health & Regulatory Service, Head of Regulatory Services, Head of Environmental Health, Trading Standards Manager, Licensing Manager, in conjunction with the Executive Director for Finance and Corporate Services
Greater London Council (General Powers) Act 1974	S16 Greater London Council (General Powers) Act 1974) – Undertakings and agreements	Director for Planning and Property, Head of Development Management, Head of Planning Regeneration, any Team Leader, Deputy Team Leader, Principal or Senior Planning Officer responsible to the Head of Development Management or Head of Planning Regeneration, the Planning Change Manager, Head of Urban Design and Conservation; any Principal Officer responsible to the Head of Urban Design and Conservation
Non-statutory functions	To permit the use of the Borough's Parks and Open Spaces and other facilities for use of local groups, charitable and other organisations in accordance with Council guidelines.	Director of Public Realm, Assistant Director of Parks and Leisure

Legislation	Function	Proper Officer(s)
Non-statutory functions	To approve the use of the borough's Parks and Open spaces by specific circuses and funfair operators in accordance with Council policy.	Director of Public Realm, Assistant Director of Parks and Leisure, Assistant Director of Cultural Services
Non-statutory functions	To develop and implement the Council's sport and physical activity strategies	Director of Public Realm, Assistant Director of Parks and Leisure
Non-statutory functions	To develop and manage parks for the benefit of the community	Director of Public Realm, Assistant Director of Parks and Leisure
Non-statutory functions	To accept donations of seats or equipment for the borough's Parks and Open Spaces	Director of Public Realm, Assistant Director of Parks and Leisure
Non-statutory functions	To amend charges temporarily for use of Parks facilities.	Director of Public Realm, Assistant Director of Parks and Leisure
Non-statutory functions	Authority to make payments against estimates on claims for Compensation under the Council's Out of Pocket Allowance scheme, up to a total of £1,500	Director of Public Realm, Assistant Director of Parks and Leisure
Non-statutory functions	Responsibility for Member safety, and the power to make Applications for injunctions to prevent violence or the threat of violence and Applications for Anti-Social Behaviour Orders, subject to the agreement of the Anti-Social Behaviour Panel.	Director of Public Protection, Assistant Director of Community Safety
Non-statutory functions	To organise and manage all major public events in LB Hammersmith and Fulham and to ensure all legal and Health and Safety requirements appertaining to these events are met, in accordance with Council policy.	Director of Public Realm, Assistant Director of Cultural Services, Assistant Director of Parks and Leisure, Assistant Director for Environmental Health & Regulatory Services, Director of Public Protection
Non-statutory functions	To approve the award of licences and lettings of tea houses and other catering establishments within the borough's Parks.	Director of Public Realm, Assistant Director of Parks and Leisure

Legislation	Function	Proper Officer(s)
Non-statutory functions	To approve the letting of Parks and recreational sites and facilities, and the remission of charges in respect of booking fees.	Director of Public Realm, Assistant Director of Parks and Leisure, Assistant Director of Cultural Services
Non-statutory functions	To approve Christmas, New Year and other holiday closures of Parks and recreational sites and facilities.	Director of Public Realm, Assistant Director of Parks and Leisure
Non-statutory functions	Delegation of any function set out in the Scheme of Delegation as specified in writing to named individuals within the department.	Executive Director of Place

Functions delegated to the Executive Director of Place in consultation / conjunction with other officers

The Executive Director of Place may delegate the following functions to proper officers employed by another local authority to be exercised under agreed joint arrangements.

Legislation	Function	Proper Officer(s)	In conjunction with
Police and Criminal Evidence Act 1984	To authorise action regarding the prevention, detection and prosecution of acts of fraud or corruption committed against the Council.	Chief Internal Auditor, Corporate Fraud Manager	In conjunction with the Director of Finance and Corporate Services
Criminal Procedures and Investigation Act 1996	To authorise action regarding the prevention, detection and prosecution of acts of fraud or corruption committed against the Council.	Chief Internal Auditor, Corporate Fraud Manager	In conjunction with the Director of Finance and Corporate Services
Criminal Justice Act 1988	To authorise action regarding the prevention, detection and prosecution of acts of fraud or corruption committed against the Council.	Chief Internal Auditor, Corporate Fraud Manager	In conjunction with the Director of Finance and Corporate Services
Social Security Administration (Fraud) Act 1997	To authorise action regarding the prevention, detection and prosecution of acts of fraud or corruption committed against the Council.	Chief Internal Auditor, Corporate Fraud Manager	In conjunction with the Director of Finance and Corporate Services
Housing Benefit (General) Regulations 1987	To authorise action regarding the prevention, detection and prosecution of acts of fraud or corruption committed against the Council.	Chief Internal Auditor, Corporate Fraud Manager	In conjunction with the Director of Finance and Corporate Services

Council Tax Benefit (General) Regulations 1992	To authorise action regarding the prevention, detection and prosecution of acts of fraud or corruption committed against the Council.	Chief Internal Auditor, Corporate Fraud Manager	In conjunction with the Director of Finance and Corporate Services
Housing Act 1985	To authorise action regarding the prevention, detection and prosecution of acts of fraud or corruption committed against the Council.	Chief Internal Auditor, Corporate Fraud Manager	In conjunction with the Director of Finance and Corporate Services
Theft Act 1968	To authorise action regarding the prevention, detection and prosecution of acts of fraud or corruption committed against the Council.	Chief Internal Auditor, Corporate Fraud Manager	In conjunction with the Director of Finance and Corporate Services
Theft Act 1978	To authorise action regarding the prevention, detection and prosecution of acts of fraud or corruption committed against the Council.	Chief Internal Auditor, Corporate Fraud Manager	In conjunction with the Director of Finance and Corporate Services
Proceeds Of Crime Act 2002	To authorise action regarding the prevention, detection and prosecution of acts of fraud or corruption committed against the Council.	Chief Internal Auditor, Corporate Fraud Manager	In conjunction with the Director of Finance and Corporate Services
The Proceeds of Crime Act 2002	As appropriate	Director of Public Protection, Assistant Director Community Safety, Assistant Director Environmental Health and Regulatory Services	
Highways Act 1980	S38 – Power of the Highway authorities to adopt by agreement	Director for Public Realm, Assistant Director of Highways	
Highways Act 1980	S72 – Widening of Highways	Director for Public Realm, Assistant Director of Highways	
Electricity Act 1989	As appropriate	Director for Public Realm, Assistant Director of Highways	

Functions delegated to Place officers from the H&F Financial Regulations

H&F Policy	Function	Proper Officer(s)
Financial Regulations	Responsibility for all aspects of the operation, resources and functions of services (including personnel functions) and in line with corporate policies / procedures, to take decisions (including contractual matters), on the recruitment, appointment, organisation, grading, designation, remunerations, pay, terms and conditions of all staff and employees.	Executive Director of Place, Director of Planning and Property, Director of Public Realm, Director of Public Protection, Director of Climate Change & Transport, Assistant Director of Economic Development, Learning & Skills
Financial Regulations	The delivery of the borough's key objectives as set out in the H&F Plan and the achievement of statutory and local performance targets for the Department's services.	Executive Director of Place, Director of Planning and Property, Director of Public Realm, Director of Public Protection, Director of Climate Change & Transport, Assistant Director of Economic Development, Learning & Skills
Financial Regulations	Budget Virements within the Place Department up to £100,000	In consultation with Head of Finance (Place): Executive Director of Place, Director of Planning and Property, Director of Public Realm, Director of Public Protection, Director of Climate Change & Transport, Assistant Director of Economic Development, Learning & Skills
Financial Regulations	Setting of levels of charges where the annual impact on income is estimated to be up to £50,000	In consultation with Head of Finance (Place): Executive Director of Place, Director of Planning and Property, Director of Public Realm, Director of Public Protection, Director of Climate Change & Transport, Assistant Director of Economic Development, Learning & Skills
Financial Regulations	Authorisation of procurement strategies, contract awards and contract variations (including	In consultation with Head of Finance (Place): Executive Director of Place, Director of Planning and

H&F Policy	Function	Proper Officer(s)
	extensions), within existing approved budgets and where total contract spend is: - up to £100,000 for Capital or - up to £100,000 for Revenue	Property, Director of Public Realm, Director of Public Protection, Director of Climate Change & Transport, Assistant Director of Economic Development, Learning & Skills

H&F Executive Director for Finance and Corporate Services Register of Authorities

Part 1 – Functions Delegated to the Executive Director for Finance and Corporate Services

The Executive Director for Finance and Corporate Services may exercise the following functions. Additionally, the Executive Director may authorise other officers to undertake the delegation on his/her behalf as set out in this register. Where post titles have been amended the authority can be exercised by the new equivalent post until the register is amended.

If the Executive Director for Finance and Corporate Services is unable to act for any reason, the Assistant Director for Finance and the Director for Legal Services may discharge where appropriate all of the functions set out below.

For the avoidance of doubt, in all cases where the exercise of executive functions is not specifically reserved to the Executive, those functions are deemed to be delegated to the Chief Executive and the Chief Officer with responsibility for the relevant function.

Part 1 – Staffing

Legislation	Function	Authorised Officer(s)	Consultation
General - HR	To approve the level of recruitment and retention supplements, within the Council's policy framework for market-related pay.	Assistant Director for People & Talent	Executive Director Finance and Corporate Services
General - HR	To implement annual inflation awards in respect of the Council's Minimum Earnings Guarantee, taking account of national pay settlements for local authority employees.	Assistant Director for People & Talent	Executive Director Finance and Corporate Services
General - HR	To approve restructures and redundancies.	Assistant Director for People & Talent	Adjudication Panel
General - HR	To authorise terms in line with the agreed terms of the Council's Pay Policy Statement.	Assistant Director for People & Talent	Chief Executive and Cabinet Member for Finance and Reform

Local Government Act 1972 s.112	To negotiate and implement such variations to the terms and conditions of individual senior management grade officers reporting to the Chief Executive (Grade B) as the Chief Executive considers appropriate.	Chief Executive, or in their absence, the designated deputy (Assistant Director of People & Talent)	Appointments Committee
Local Government Act 1972 s.112	Where temporary vacancies arise in statutory or other Chief Officer posts and pending recruitment, to designate those functions or duties to another officer to avoid undue delay.	Chief Executive, or in their absence, the designated deputy (Assistant Director for People & Talent)	Chief Executive
Local Government Act 1972, Section 111, 112	To implement national awards affecting wages, salaries and conditions of service.	Assistant Director for People & Talent	Chief Executive
Local Government Act 1972, Section 111, 112	To implement the results of local negotiations for pay awards not covered by the national negotiating machinery (including variations to the Council's Minimum Earnings Guarantee).	Executive Director Finance and Corporate Services	Chief Executive
Local Government Act 1972, Section 111, 112	To implement the results of local negotiations for pay awards to Education staff not covered by national negotiating machinery, subject to: a) The settlement being no greater than that for the equivalent national pay group; and b) There being provision within budgets; and c) The Director for Children's Services certifying that such awards incorporate satisfactory employer benefits.	Assistant Director for People & Talent	Operational Director of Education and SENDs
Local Government Act 1972, Schemes 111, 112	a) With regard to conditions of service of all employees, to register all local agreements as negotiated and accepted by the Council's joint negotiating machinery.	Head of Service	Relevant Director

	<p>b) To exercise day to day responsibility for industrial relations and related negotiations subject to guidance given by the Leader.</p> <p>c) To determine applications for unpaid leave in excess of ten days per year.</p> <p>d) To approve applications for extensions of sick pay in cases where financial hardship may materially affect the employee's return to work.</p> <p>e) To authorise extensions of paid leave in appropriate individual cases.</p> <p>f) To decide on applications for retirement on the grounds of ill-health.</p> <p>g) To authorise the payment of relocation expenses to individual employees up to a limit of £8,000 for NJC staff and a limit of £8,000 for JNC staff.</p> <p>h) To approve the payment of honoraria to JNC staff.</p> <p>i) To authorise leave for Trade Union representatives to attend courses and Trade Union sponsored training.</p>		
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Part 3 – Finance

The Executive Director for Finance and Corporate Services has the ability to exercise the functions in the table below. Additionally, the Executive Director for Finance and Corporate Resources may authorise other officers to undertake delegations on their behalf as set out in this register. Where post titles have been amended the authority can be exercised by the new equivalent post until the register is amended.

Where the Executive Director for Finance and Corporate Services is unable to act for any reason, the Assistant Director for Finance may discharge all of the functions set out below

For the avoidance of doubt, in all cases where the exercise of executive functions is not specifically reserved to the Executive, those functions are deemed to be delegated to the Chief Executive and the Chief Officer with responsibility for the relevant function.

Legislation	Function	Authorised Officer(s)
Local Government Act 1972 Section 151	Responsibility for the administration of the Authority's financial affairs	Executive Director for Finance and Corporate Resources or, if he/she is unable to act for any reason, the designated deputy
Local Government Act 1992 Section 68	The supply to the Secretary of State, of information specified in a notice under Part I of that Act as to the Council's budget requirement, precepts issued to it, etc.	Executive Director for Finance and Corporate Services
Local Government Finance Act 1988 Section 114	To make a report if it appears that: a) The Council has made or is about to make a decision which involves or would involve it incurring expenditure which is unlawful. b) The Council has taken or is about to take a course of action which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency on the part of the Council.	Executive Director for Finance and Corporate Services (If he/she is unable to act for any reason the designated deputy provided that he/she is a

	<p>c) The Council is likely to enter an item of account the entry of which is unlawful.</p> <p>d) The expenditure of the Council incurred (including expenditure it proposes to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure.</p> <p>Copies of any report made under this paragraph shall be sent to the Council's auditors and to all members of the Council, and the report shall be submitted to the Cabinet for consideration and recommendation to the Council, or directly to a Council meeting, to be held within 21 days of the report's circulation.</p>	<p>member of one or more of the bodies mentioned in the Local Government Finance Act 1988 Section 113(3))</p>
<p>Local Government Act 1972 Section 151, Local Government Act 2003 Sections 1, 2-6 and 13</p>	<p>a) In accordance with Council decisions and approved annual borrowing limits, with CIPFA's Code of Treasury Management in Public Services, with the Council's Treasury Policy Statement and the CIPFA Prudential Code, the administration on behalf of the Council of the statutory provisions and regulations relating to the borrowing of money.</p> <p>b) In accordance with Council decisions and approved annual borrowing limits, with CIPFA's Code for Treasury Management in Public Services, with the Council's Treasury Policy Statement and the CIPFA Prudential Code, the raising and repayment of loans (including bank overdraft facilities) to meet the capital and revenue requirements of the Council for such amounts and periods and on such terms as are considered appropriate.</p>	<p>Executive Director for Finance and Corporate Services</p>
<p>Local Government Act 1972 Section 151, Local Government Act 2003 Section 15</p>	<p>In accordance with Council decisions, with CIPFA's Code for Treasury Management in Public Services, with the Council's Treasury Policy Statement, and the DCLG Guidance on Local Authority Investments, the investment of</p>	<p>Executive Director for Finance and Corporate Services</p>

	temporary and other surplus monies including balances held in Council funds and revenue balances in such amounts, for such periods and on such terms as are considered appropriate.	
Local Government Act 1972 Sections 111, 151, Local Government Act 2003 Sections 7 & 8 and 14–20	The determination of the financing of the capital programme, within statutory provisions and regulations, in the most appropriate way to maximise the use of borrowing allocations/credit approvals, capital receipts, leasing facilities, and Council funds approved for such purpose.	Executive Director for Finance and Corporate Services
Local Government Act 1972 Sections 111, 151	a) The administration on behalf of the Council of special financing facilities, including operating leases; finance leases; hire purchase; deferred purchase; covenants; companies and trusts; and negotiate new facilities in accordance with appropriate Council and/or Committee authorisations.	Executive Director for Finance and Corporate Services
Local Government Act 1972 Sections 111, 151	b) The negotiation, on behalf of the Council, of all arrangement fees, brokerage and other costs.	Executive Director for Finance and Corporate Services
Local Government Act 1972 Sections 111, 151	c) The making of arrangements for the operation of the Council's bank accounts.	Executive Director for Finance and Corporate Services
Local Government Act 1972 Sections 111, 151	d) The carrying out of the financial vetting of contractors and other similar organisations.	Executive Director for Finance and Corporate Services
Local Government Act 1972 Sections 111, 151	e) The administration, collection and recovery of sundry and other debts and the signing of any documents on behalf of the Council. This delegation covers the issue of County Court Claims, certification of Statements of Truth, obtaining judgement and arranging for enforcement action for the recovery of sundry and other debts.	Executive Director Finance and Corporate Services, Director Corporate Services, Director Resident Services, Assistant Director Revenues Enforcement Manager,

		Civil Debt Recovery Manager
Local Government Act 1972 Sections 111, 151	f) The write off of such debts over a value of £500,000 per individual debt,	Executive Director for Finance and Corporate Services
Local Government Act 1972 Sections 111, 151	f) The write off of such debts up to a value of £500,000 per individual debt,	Executive Director for Finance and Corporate Services, Assistant Director Finance, Director of Corporate Services,
Local Government Act 1972 Sections 111, 151	f) The write off of such debts up to a value of £250,000 per individual debt,	Executive Director for Finance and Corporate Services, Assistant Director Finance, Director of Corporate Services, Director of Resident Services,
Local Government Act 1972 Sections 111, 151	f) The write off of such debts up to a value of £100,000 per individual debt,	Executive Director for Finance and Corporate Services, Assistant Director Finance, Director of Corporate Services, Director of Resident Services, Assistant Director Revenues
Local Government Act 1972 Sections 111, 151	g) The amendment of revenue and capital estimate provisions in accordance with financial limits set out in Financial Regulations.	Executive Director for Finance and Corporate Services

<p>Local Government Superannuation Act 1972 Greater London Council (General Powers) Act 1983 Local Government Pension Scheme Regulations 1997 (as amended) Local Government Pensions Scheme (Administration) Regulations 2007 (as amended) Local Government Pensions Scheme (benefits, membership and contributions) Regulations 2007 (as amended) Local Government Pensions Scheme (transitional provisions) 2007 (as amended) Local Government Pension Scheme (Management and Investment of Funds) Regulations 1998 (as amended) Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Miscellaneous) Regulations 2006</p>	<p>a) The administration of the Local Government Superannuation Act in accordance with the relevant regulations relating thereto (comprising the LBHF, LPFA, TPA Scheduled and admitted bodies schemes) including the collection of contributions, payment of benefits, the investment of pension fund monies and the monitoring of fund performance.</p> <p>The entering into of pension fund admission agreements with external providers of services subject to appropriate actuarial advice.</p> <p>The distribution or withdrawal of cash sums to/from external pension fund managers.</p>	<p>Executive Director for Finance and Corporate Services</p>
<p>Local Government Superannuation Act 1972 Greater London Council (General Powers) Act 1983 Local Government Pension Scheme Regulations 1997 (as amended) Local Government Pensions Scheme (Administration) Regulations 2007 (as amended)</p>	<p>b) The administration of VAT in accordance with the requirements of Her Majesty's Revenues and Customs.</p>	<p>Executive Director for Finance and Corporate Services</p>

<p>Local Government Pensions Scheme (benefits, membership and contributions) Regulations 2007 (as amended)</p> <p>Local Government Pensions Scheme (transitional provisions) 2007 (as amended)</p> <p>Local Government Pension Scheme (Management and Investment of Funds) Regulations 1998 (as amended)</p> <p>Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Miscellaneous) Regulations 2006</p>		
<p>Local Government Superannuation Act 1972</p> <p>Greater London Council (General Powers) Act 1983</p> <p>Local Government Pension Scheme Regulations 1997 (as amended)</p> <p>Local Government Pensions Scheme (Administration) Regulations 2007 (as amended)</p> <p>Local Government Pensions Scheme (benefits, membership and contributions) Regulations 2007 (as amended)</p> <p>Local Government Pensions Scheme (transitional provisions) 2007 (as amended)</p> <p>Local Government Pension Scheme (Management and Investment of Funds)</p>	<p>c) The administration of Income Tax in accordance with the requirements of the Her Majesty's Revenues and Customs, including the Construction Industry Tax Deduction Scheme and other tax deduction schemes.</p>	<p>Assistant Director People and Talent/ Assistant Director Finance</p>

<p>Regulations 1998 (as amended) Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Miscellaneous) Regulations 2006</p>		
<p>Local Government Superannuation Act 1972 Greater London Council (General Powers) Act 1983 Local Government Pension Scheme Regulations 1997 (as amended) Local Government Pensions Scheme (Administration) Regulations 2007 (as amended) Local Government Pensions Scheme (benefits, membership and contributions) Regulations 2007 (as amended) Local Government Pensions Scheme (transitional provisions) 2007 (as amended) Local Government Pension Scheme (Management and Investment of Funds) Regulations 1998 (as amended) Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Miscellaneous) Regulations 2006</p>	<p>d) The administration of National Insurance deductions, Statutory Sick Pay, Statutory Maternity Pay in accordance with the requirements of the relevant Government departments or agencies.</p>	<p>Assistant Director People and Talent/ Assistant Director Finance</p>
<p>Local Government Superannuation Act 1972 Greater London Council (General Powers) Act 1983</p>	<p>e) The determination of the rate of interest chargeable to all new and existing borrowers under the Housing Acts (for housing loans) and under other relevant legislation for other loans and advances.</p>	<p>Executive Director for Finance and Corporate Services</p>

<p>Local Government Pension Scheme Regulations 1997 (as amended) Local Government Pensions Scheme (Administration) Regulations 2007 (as amended)</p> <p>Local Government Pensions Scheme (benefits, membership and contributions) Regulations 2007 (as amended)</p> <p>Local Government Pensions Scheme (transitional provisions) 2007 (as amended)</p> <p>Local Government Pension Scheme (Management and Investment of Funds) Regulations 1998 (as amended)</p> <p>Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Miscellaneous) Regulations 2006</p>		
<p>Local Government Act 1972 County Court Act 1984 Section 60</p>	<p>The making of insurance arrangements and the settlement of claims, including appearances on behalf of the Council in the County Court.</p>	<p>Executive Director for Finance and Corporate Services, Insurance Manager, Senior Insurance Officer(s)</p>
<p>Local Government Act 1972 Section 151 Local Government Finance Acts 1988 and 1992</p>	<p>a) The administration of the law relating to the administration, collection and recovery of the Council Tax and National Non-Domestic Rate (NNDR) and the signing of any documents on behalf of the Council as rating/charging authority.</p>	<p>Executive Director Finance and Corporate Services Director of Corporate Services, Director of Resident Services, Assistant Director Revenues,</p>

		Taxation Manager, Enforcement Manager
Local Government Act 1972 Section 151 Local Government Finance Acts 1988 and 1992	b) The granting of discretionary relief, in respect of Council Tax and NNDR in consultation with the appropriate departmental officers on the basis of guidelines and criteria as agreed by the Cabinet.	Executive Director for Finance and Corporate Services, , Director of Corporate Services, Director of Resident Services, Assistant Director, Revenues, Taxation Manager
Local Government 1972, Section 151, Local Government Finance Act 1998 Sections 89-99 Local Government and Housing Act Sections 74-78 and 79-84	The making of arrangements for the keeping of the Council's General Fund, Housing Revenue Account, Collection Fund and other funds and reserves in accordance with statutory requirements and specific approvals on the use of such funds and reserves.	Executive Director for Finance and Corporate Services
Social Security contributions and Benefits Act 1992 Local Government Finance Act 1989 Local Government Finance Act 1992 Housing Benefit (General) Regulations 1987 Social Security Administration Act (1992) Social Security Administration (Fraud) Act 1997 Council Tax Benefit (General) Regulations 1992 Local Government Housing Act 1989 Theft Act 1989 And associated primary legislation, statutory instruments, case law, Commissioners decisions and Land	The administration of Housing Benefits, in accordance with current existing legislation.	Executive Director for Finance and Corporate Services, Director of Corporate Services, Director of Resident Services, Assistant Director, Benefits

Tribunal decisions and any other relevant or appropriate Act either in existence or subsequently to exist.		
Local Government Act 1972 Section 151 Local Government and Finance Acts 1988 and 1992 Local Government Act 1972, Section 223	The signing and laying of complaints for the issue of distress warrants and liability orders; making applications for attachment of Earnings/Benefit orders and for committal for recovery of Council tax and National Non-Domestic Rates and the swearing of Affidavits and the making of proof of debt in bankruptcy and upon the liquidation of a company for the recovery of the above or any debt due to the Council; and in pursuance of section 223 of the Local Government Act 1972 appearing before a Magistrates Court in any proceedings instituted on behalf of the Council.	Executive Director for Finance and Corporate Service , Director of Corporate Services, Director of Resident Services, Assistant Director Revenues, Enforcement Manager, Principal Recovery Officers Taxation Manager,
Fraud Act 2006	To undertake any joint investigative work with other Councils and/or internal audit to combat benefit fraud.	Executive Director for Finance and Corporate Services, Director of Audit, Fraud, Risk and Insurance, Head of Fraud
Local Government Act 1972, Section 151	To attend court, provide advice, and act as an advocate or to represent the Council at court where a right of audience exists.	Assistant Director Revenues, Enforcement Manager, Taxation Manager, Principal Recovery Officers
Child Support Pensions and Social Security Act 2000	The granting of Discretionary Housing Payments	Assistant Director, Benefits Discretionary Benefits Manager, Benefits Manager
Child Support Pensions and Social Security Act 2000	The issue of discretionary Education Welfare Benefits in line with Council policy e.g. clothing grants and free school meals	

Child Support Pensions and Social Security Act 2000	The issue of Parking Permits, Blue Badges and Freedom Passes, and within the London Regional Transport Act 1984, to take such action as may be necessary in connection with the Council's duties to provide concessionary travel schemes for elderly residents and disabled residents.	Assistant Director Benefits, Accessible Transport Team Manager
Child Support Pensions and Social Security Act 2000	To authorise the recovery of overpayment of benefits	Assistant Director, Revenues, Assistant Director Benefits, Civil Debt Recovery Manager
Child Support Pensions and Social Security Act 2000	To authorise the initiation of stop procedures to prevent giro's, cash vouchers, Council Tax benefit vouchers or cheques being cashed and to request the subsequent re-issue of payments.	Assistant Director, Benefits, Head of System Support
Local Government Act 1972 Section 151 Accounts and Audit Regulations 2015 (as amended)	The making of arrangements for the proper administration of the Council's financial affairs. To maintain an adequate and effective system of internal audit of its accounting records and of its system of internal control in accordance with the proper internal audit practices.	Executive Director for Finance and Corporate Services, Director of Audit, Fraud, Risk and Insurance
Local Government Act 1972 Section 151 Accounts and Audit Regulations 2015 (as amended)	a) The setting of levels of charges involving over £10,000 and up to £50,000 per annum within approved estimates.	Executive Director for Finance and Corporate Services
Local Government Act 1972 Section 151 Accounts and Audit Regulations 2015 (as amended)	The approval of minor and consequential amendments to Financial Regulations, following consultation with the Business Board, all such amendments to be reported for information to the relevant Cabinet Member or Leader.	Executive Director for Finance and Corporate Services
The Prevention, Detection, Investigation and Prosecution of Fraud and Corruption in accordance with the provisions of: Police and Criminal Evidence Act 1984	a) To authorise action regarding the prevention, detection and prosecution of acts of fraud or corruption committed against the Council. b) To investigate, and to instruct the Director of Law to	Executive Director for Finance and Corporate Services, Director of Audit, Fraud, Risk and

<p>Criminal Procedures and Investigation act 1996 Regulation of Investigatory Powers Act 2000 Criminal Justice Act 1988 Prevention of Social Housing Fraud Act 2013 Housing Act 1985 Proceeds of Crime Act 2002 Fraud Act 2006 Bribery Act 2010 serious organised crime and police act 2005 and any other relevant or appropriate Act either in existence or subsequently to exist.</p>	<p>initiate prosecutions for offences relating to acts of fraud or corruption committed against the Council.</p> <p>c) To authorise action regarding the prevention, detection and prosecution of Benefits fraud.</p> <p>d) To investigate, and to instruct the Director of Law to initiate prosecutions for offences relating to false or fraudulent applications for Housing Benefit, Council Tax Benefit, and where authorised by law, other Benefits.</p> <p>e) To authorise action regarding the prevention, detection and prosecution of Tenancy fraud.</p>	<p>Insurance, Head of Fraud</p>
<p>The Prevention, Detection, Investigation and Prosecution of Fraud and Corruption in accordance with the provisions of: Police and Criminal Evidence Act 1984 Criminal Procedures and Investigation act 1996 Regulation of Investigatory Powers Act 2000 Criminal Justice Act 1988 Prevention of Social Housing Fraud Act 2013 Housing Act 1985 Proceeds of Crime Act 2002 Fraud Act 2006 Bribery Act 2010</p>	<p>f) To investigate, and to instruct the Director of Law to initiate prosecutions for offences relating to fraudulent tenancies.</p>	<p>Executive Director for Finance and Corporate Services, Director of Audit, Fraud, Risk and Insurance, Head of Fraud</p>

<p>serious organised crime and police act 2005 and any other relevant or appropriate Act either in existence or subsequently to exist.</p>		
<p>The Prevention, Detection, Investigation and Prosecution of Fraud and Corruption in accordance with the provisions of: Police and Criminal Evidence Act 1984 Criminal Procedures and Investigation act 1996 Regulation of Investigatory Powers Act 2000 Criminal Justice Act 1988 Prevention of Social Housing Fraud Act 2013 Housing Act 1985 Proceeds of Crime Act 2002 Fraud Act 2006 Bribery Act 2010 serious organised crime and police act 2005 and any other relevant or appropriate Act either in existence or subsequently to exist.</p>	<p>g) To authorise action regarding the prevention, detection and prosecution of any other fraudulent, corrupt or illegal act against the Council, its officers, its property, and/or any funds, materials or objects in the legitimate possession or safeguarding of the Council as part of its normal course of duty.</p>	<p>Executive Director for Finance and Corporate Services, Director of Audit, Fraud, Risk and Insurance, Head of Fraud</p>
<p>The Prevention, Detection, Investigation and Prosecution of Fraud and Corruption in accordance with the provisions of: Police and Criminal Evidence Act 1984 Criminal Procedures and Investigation</p>	<p>h) To authorise access by fraud officers to all data, information and systems belonging to or in control of the Council or its partners, and to require explanations from any employee, whether permanent, temporary, sub-contracted or working in partnership, as to the content and meaning of</p>	<p>Executive Director for Finance and Corporate Services, Director of Audit, Fraud, Risk and Insurance, Head of Fraud</p>

<p>act 1996 Regulation of Investigatory Powers Act 2000 Criminal Justice Act 1988 Prevention of Social Housing Fraud Act 2013 Housing Act 1985 Proceeds of Crime Act 2002 Fraud Act 2006 Bribery Act 2010 serious organised crime and police act 2005 and any other relevant or appropriate Act either in existence or subsequently to exist.</p>	<p>the information therein and of any process performed on the data or information.</p>	
<p>The Prevention, Detection, Investigation and Prosecution of Fraud and Corruption in accordance with the provisions of: Police and Criminal Evidence Act 1984 Criminal Procedures and Investigation act 1996 Regulation of Investigatory Powers Act 2000 Criminal Justice Act 1988 Prevention of Social Housing Fraud Act 2013 Housing Act 1985 Proceeds of Crime Act 2002 Fraud Act 2006 Bribery Act 2010 serious organised crime and police act</p>	<p>i) To act as Designated Person for applications for Communication Data under Part I and as Authorised Person for applications under Part II of the Regulation of Investigatory Powers Act 2000 and to authorise officers to make application to the Magistrates court for judicial approval pursuant to Section 223 of the Local Government Act 1972</p>	<p>Head of Fraud</p>

<p>2005 and any other relevant or appropriate Act either in existence or subsequently to exist.</p>		
<p>The Prevention, Detection, Investigation and Prosecution of Fraud and Corruption in accordance with the provisions of: Police and Criminal Evidence Act 1984 Criminal Procedures and Investigation act 1996 Regulation of Investigatory Powers Act 2000 Criminal Justice Act 1988 Prevention of Social Housing Fraud Act 2013 Housing Act 1985 Proceeds of Crime Act 2002 Fraud Act 2006 Bribery Act 2010 serious organised crime and police act 2005 and any other relevant or appropriate Act either in existence or subsequently to exist.</p>	<p>j) To attend Court, provide advice, and act as advocate or to represent the Council at Court where a right of audience exists.</p>	<p>Executive Director for Finance and Corporate Services, Director of Audit, Fraud, Risk and Insurance, Head of Fraud, Fraud Officers</p>
<p>The Prevention, Detection, Investigation and Prosecution of Fraud and Corruption in accordance with the provisions of: Police and Criminal Evidence Act 1984 Criminal Procedures and Investigation act 1996</p>	<p>k) To undertake financial investigations and represent the Council at Court in connection with confiscation orders and recovery of assets arising from identified proceeds of crime.</p>	<p>Executive Director for Finance and Corporate Services</p>

Regulation of Investigatory Powers Act 2000 Criminal Justice Act 1988 Prevention of Social Housing Fraud Act 2013 Housing Act 1985 Proceeds of Crime Act 2002 Fraud Act 2006 Bribery Act 2010 serious organised crime and police act 2005 and any other relevant or appropriate Act either in existence or subsequently to exist.		
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H&F Housing Register of Authorities

Functions Delegated to the Director of Housing

The Director of Housing may exercise the following functions. Additionally, the Director may authorise other officers to undertake the delegation on their behalf as set out in this register. Where post titles have been amended the authority can be exercised by the new equivalent post until the register is amended.

The Director of Housing is authorised to interpret, apply, take action and make representations under the following statutory Provisions, Regulations, or Orders insofar as it is within the Council's power to do so. Unless stated otherwise, the authority applies to the whole statute and subordinate legislation and any re-enactment thereof.

If the Director of Housing is unable to act for any reason the Assistant Director, Repairs and AD Resident and Building Safety, the Chief Executive or the Chief Executive's nominated SLT member/s may discharge all of the functions set out below.

Legislation	Function	Proper Officer(s)
General	Commission work in respect of the Council's regeneration (social and physical) and learning objectives.	Director of Housing, Assistant Director of Resident and Building Safety, Strategic Head of Development, Regeneration and Asset Management, £10,000
General	Enforcement of Tenancy Conditions under all grounds of the Housing Act 1985, Housing Act 1996, and Crime and Disorder Act 1998.	Director of Housing, Assistant Director of Neighbourhood and Communities, Head of Allocations and Lettings, Head of Neighbourhoods, Strategic Head of Neighbourhoods
General	Undertaking and completing agreements with Housing Associations or private contractors where appropriate to carry out the management of temporary accommodation for homeless households on a fee scale approved by the Cabinet up	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhoods, Head of Allocations and Lettings, Property and Place Manager, Property Procurement Manager

	to a maximum value of £50,000 per year for management fees only.	
General	Authorising payments arising from such agreements under paragraph 10 and other agreements over £50,000 which have received Cabinet approval.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhoods, Head of Allocations and Lettings, Head of Neighbourhood Services
General	Authorising payments of up to £7,200 for each case and subject to conditions to households threatened with homelessness up to a maximum expenditure of £600,000 in any one financial year.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhoods, Head of Allocations and Lettings, Head of Homelessness Prevention and Assessment, Property and Place Manager
General	Authorising payments of up to £7,200 for each case and subject to conditions to landlords or agents in respect of statutory or potentially homeless households who find their own privately rented accommodation up to a maximum expenditure of £600,000 in any one financial year.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhoods, Head of Allocations and Lettings, Head of Homelessness Prevention and Assessment, Property and Place Manager
General	Authorising payments of up to £7,200 in each case and subject to conditions to landlords or agents as rent deposit in respect of households threatened with homelessness up to a maximum of £600,000 in any one financial year.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhoods, Head of Allocations and Lettings, Head of Homelessness Prevention and Assessment, Property and Place Manager
General	To authorise payments of compensation and/or mesne profits, up to a maximum of £10,000 per unit for leases of less than ten years and £25,000 per unit for leases of more than ten years, to landlords of residential properties, held by the Council following claims for dilapidation arising from	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhoods, Head of Allocations and Lettings, Head of Homelessness Prevention and Assessment, Property and Place Manager

	the occupancy by the Council's tenants, from capital or revenue budgets approved by the Cabinet.	
General	To seek property outside the London Borough of Hammersmith and Fulham, where suitable transport and other facilities exist and to endorse the enforcement of the one offer policy in respect of such properties.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhoods, Head of Allocations and Lettings, Head of Homelessness Prevention and Assessment, Property and Place Manager
General	To allocate the management of blocks of flats to the organisation that brought them into the scheme without the need to tender, provided that the core management fee per unit does not exceed the standard agreed core charge and that additional service charges are paid at cost.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhoods, Head of Allocations and Lettings, Head of Homelessness Prevention and Assessment, Property and Place Manager
General	To instruct the Assistant Director of Legal and Democratic Services to grant and determine licences of Housing Department property for short life use, whether residential or not, within the Council's overall policy.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhoods, Head of Allocations and Lettings, Head of Homelessness Prevention and Assessment, Property and Place Manager, Head of Neighbourhood Services
General	To process and determine applications from Housing Associations for postponement of the Council's charge.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhoods, Head of Allocations and Lettings, Head of Homelessness Prevention and Assessment, Property and Place Manager
General	To appoint external consultants to provide expert advice in connection with Private Sector Leasing dilapidation claims at a fee not exceeding RICS fee Scale 7.2(3).	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhoods, Head of Allocations and Lettings, Head of Homelessness Prevention and Assessment, Property and Place Manager

General	To terminate leases prior to lease end date after correct notices have been served on private sector landlord.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhoods, Head of Allocations and Lettings, Head of Homelessness Prevention and Assessment, Property and Place Manager
General	To authorise payments to surveyors to carry out feasibility studies on Council owned buildings in line with financial regulations.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Assistant Director of Repairs, Assistant Director of Resident and Building Safety, Strategic Head of Neighbourhoods, Head of Allocations and Lettings, Head of Homelessness Prevention and Assessment, Property and Place Manager (£10,000)
Land Compensation Act 1973	Authority to agree substitute Housing Association Leasing Schemes required to meet targets, provided they come within tendered prices and total expenditure on all schemes remains within the budget provision for homelessness.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhoods, Head of Allocations and Lettings, Head of Homelessness Prevention and Assessment, Property and Place Manager
Housing Act 1996 – Part viii – Homelessness	To act on behalf of the Council in the discharge of its statutory duties and powers under the provisions of Part VII of the Housing Act 1996, Homelessness Act 2002 and associated legislation.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Head of Homelessness Prevention and Assessment, Head of Allocations and Lettings, Housing Advice and Homelessness Manager, Reviews and Supported Housing Manager, Housing Advice Officer
Housing Act 1985 Sections 45-51 Landlord And Tenant Act 1985 Section 20 Commonhold and Leasehold Reform Act S166 Housing Act 1985	To issue all statutory notices regarding annual service charges and major works on leaseholders as required (only to the extent those estimates and final accounts are deemed relevant and reasonable, as prescribed in law and under the lease).	Executive Director of Finance and Corporate Services, Director of Housing, Assistant Director for Neighbourhoods and Communities, Head of Homeownership services, and Major Works Manager

<p>Section 443 Housing Act 1985 Part 2, Section 9 Housing Act 1988 Section 129 Tenant Incentive Scheme, Discount, Shared Ownership</p>		
<p>Housing Act 1985 Sections 45-51 Landlord And Tenant Act 1985 Section 20 Commonhold and Leasehold Reform Act S166 Housing Act 1985 Section 443 Housing Act 1985 Part 2, Section 9 Housing Act 1988 Section 129 Tenant Incentive Scheme, Discount, Shared Ownership</p>	<p>To issue Ground Rent notices to leaseholders</p>	<p>Executive Director of Finance and Corporate Resources, Director of Housing</p>
<p>Housing Act 1985 Sections 45-51 Landlord And Tenant Act 1985 Section 20 Commonhold and Leasehold Reform Act S166 Housing Act 1985</p>	<p>To process applications for tenant's Right To Buy and Social Home Buy of Council property approving RTB discounts to the maximum level available</p>	<p>Director of Housing, Head of Home Ownership Services, Homebuy Team Leader</p>

Section 443 Housing Act 1985 Part 2, Section 9 Housing Act 1988 Section 129 Tenant Incentive Scheme, Discount, Shared Ownership		
Housing Act 1985 Sections 45-51 Landlord And Tenant Act 1985 Section 20 Commonhold and Leasehold Reform Act S166 Housing Act 1985 Section 443 Housing Act 1985 Part 2, Section 9 Housing Act 1988 Section 129 Tenant Incentive Scheme, Discount, Shared Ownership	To carry out prelet, relet, security and/or emergency work to privately leased property and property acquired for temporary accommodation within the budget approved by the Cabinet subject to a maximum of £10,000 per unit.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhood Services, Head of Allocations and Lettings, Head of Homelessness Prevention and Assessment, Property and Place Manager, Property Procurement Manager, Temporary Accommodation Manager
Housing Act 1985 - Part 2, Section 9	The acquisition of residential property for single family occupation and hostel use.	Director of Housing, Head of Allocations and Lettings, Property and Place Manager, Procurement Manager
Local Government (Miscellaneous Provisions) Act 1982 Accommodation Agencies Act 1953	To provide housing advice, including advocacy and representation in Court.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Head of Homelessness Prevention and Assessment, Head of Allocations and Lettings, Assessment Manager, Property and Place Manager, Allocations and Lettings

Protection From Eviction Act 1977 Landlord and Tenant Act 1985 Rent Act 1977 Landlord and Tenant Act 1987 Housing Act 1988		Manager, Homelessness and Prevention Manager, Housing Assessment Officers, Temporary Accommodation Manager, Private Sector Housing Manager, Reviews and Supported Housing Manager
Rent Act 1977 Section 98 Housing Act 1988, Schedule 2, Part iii	To issue Local Authority Certificates in accordance with Council policy, regarding suitable alternative accommodation.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Head of Allocations and Lettings, Head of Homelessness Prevention, Property and Place Manager, Temporary Accommodation Manager
Housing management functions	Granting of permission to park motor vehicles and caravans on Council housing estates.	Director of Housing, Assistant Director for Neighbourhood and Communities, Strategic Head of Place
Housing management functions	The allocation of dwellings in accordance with the Council's policy.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Head of Allocations and Lettings, Allocations and Lettings Manager, Property and Place Manager
Housing management functions	To authorise "Council's interest" transfers.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Head of Allocations and Lettings, Allocations and Lettings Manager, Property and Place Manager, Decant and Move on officers
Housing management functions	To make and publish regulations under the terms of the Tenancy Agreement.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Head of Allocations and Lettings, Allocations and Lettings Manager, Property and Place Manager, Head of Neighbourhood Services, Neighbourhood Services Manager

Housing management functions	The letting of garages in Council housing estates at rents approved from time to time by the Cabinet	Director of Housing, Assistant Director for Neighbourhoods and Communities, Strategic Head of Place
Housing management functions	Granting of permission for tenants of Council dwellings to keep poultry, pigeons, rabbits etc.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhood Services, Strategic Head of Place
Housing management functions	Granting of permission for exchanges of accommodation between Council tenants, or between Council tenants and tenants of other landlords.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Head of Neighbourhood Services, Head of Allocations and Lettings, Allocations and Lettings Manager
Housing management functions	Transfer of tenancy of a Council dwelling to the surviving spouse or a close relative living in the dwelling on the death of a tenant.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhood Services, Head of Allocations and Lettings, Neighbourhood Services Manager
Housing management functions	Administration of Joint Tenancies Scheme, including the direction of referring genuine cases falling just outside policy to the Cabinet member for Housing for consideration.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhood Services, Head of Allocations and lettings, Neighbourhood Services Manager
Housing management functions	To make compensation /interest payments to tenants where an incorrect rent, tenant service charge or recharge to tenants for water, gas or electricity has been set. Such a scheme to only apply to such claims not being met by the Council's insurers and at the Building Society Ordinary Share Account rate applying for the period.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhood Services, Head of Allocations and lettings, Neighbourhood Services Manager
Housing management functions	The granting of tenancies and licenses in accordance with Council's policy.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Head of Neighbourhood Services, Head of Allocations and lettings, Neighbourhood Services Manager

Housing management functions	To approve the redecoration of vacant premises within the sum of money from time to time in committed revenue estimates.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Head of Neighbourhood Services, Head of Allocations and Lettings, Neighbourhood Services Manager, Allocations and Lettings Manager
Housing management functions	To authorise the payment of decoration allowances under Council policy.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhood Services, Head of Neighbourhood Services, Head of Allocations and Lettings, Neighbourhood Services Manager, Allocations and Lettings Manager
Housing management functions	To have the discretion to increase the standard rate of decoration allowance where the property is in a poor state, thereby increasing the potential to "negotiate" with prospective tenants, reducing void levels.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhood Services, Head of Neighbourhood Services, Head of Allocations and Lettings, Neighbourhood Services Manager, Allocations and Lettings Manager
Housing management functions	To make ex-gratia payments in settlement of claims up to £3,000 subject to legislation then in force, with a limit of £40,000 per annum, where approved budget is available.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Head of Neighbourhood Services, Head of Allocations and Lettings, Strategic Head of Place
Housing management functions	To approve Minor Estates Improvement Bids, up to a limit of £15,000, subject to approved budget availability.	Director of Housing, Assistant Director of Neighbourhoods and Communities
Housing management functions	Authority to write-off rent arrears and licence charges of current tenants and licensees of less than £10,000.	Director of Housing, Head of Finance (Housing)
Housing management functions	Acceptance, renewal and variation of contracts for installed equipment and services within annual estimates.	Director of Housing, Assistant Director Residents and Building Safety, Assistant Director of Neighbourhoods and Communities

Enforcement of tenancy conditions under all grounds of the Housing Act 1985, Housing Act 1996, Crime & Disorder Act 1998, and Anti-social Behaviour Act 2003	Confirmation that s.1(2) of the Crime and Disorder Act 1998 has been complied with and that every other relevant Authority has been consulted with regard to a proposed application for an anti-social behaviour order.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Director of Public Protection
Enforcement of tenancy conditions under all grounds of the Housing Act 1985, Housing Act 1996, Crime & Disorder Act 1998, and Anti-social Behaviour Act 2003 and Anti-Social Behaviour Crime and Policing Act 2014	Confirmation that the local authority has been consulted prior to the authorisation of a closure notice pursuant to s.1(2)(a) of the Anti-Social Behaviour Act 2003.	Director of Housing, Director of Public Protection
Enforcement of tenancy conditions under all grounds of the Housing Act 1985, Housing Act 1996, Crime & Disorder Act 1998, and Anti-social Behaviour Act 2003 and Anti-Social Behaviour Crime and Policing Act 2014	Confirmation that the local authority consents to the authorisation of a Dispersal Order pursuant to s.31(2), or that consultation has taken place in relation to the withdrawal of such Order pursuant to s.31(7).	Director of Housing, Director of Public Protection
Enforcement of tenancy conditions under all grounds of the Housing Act 1985, Housing Act 1996, Crime & Disorder	Service of Notice To Quit and Notice of Seeking Possession on Council tenants, squatters and unauthorised occupants	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhood Services, Head of Neighbourhood Services

Act 1998, and Anti-social Behaviour Act 2003		
Enforcement of tenancy conditions under all grounds of the Housing Act 1985, Housing Act 1996, Crime & Disorder Act 1998, and Anti-social Behaviour Act 2003	Procedure to Possession Order and Eviction	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhood Services, Head of Neighbourhood services
Enforcement of tenancy conditions under all grounds of the Housing Act 1985, Housing Act 1996, Crime & Disorder Act 1998, and Anti-social Behaviour Act 2003	Applications for injunctions for breach of tenancy or to prevent violence or the threat of violence.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhood Services Head of Neighbourhood services
Anti-Social Behaviour Crime and Policing Act 2014 s.43	Issuing a Community Protection Warning or Notice	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhood services, Head of Neighbourhood services
Enforcement of tenancy conditions under all grounds of the Housing Act 1985, Housing Act 1996, Crime & Disorder Act 1998, and Anti-social Behaviour Act 2003 and Anti-Social Behaviour Crime and Policing Act 2014	Application for Criminal Behaviour Orders, subject to agreement of Anti-Social Behaviour Panel.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhood services, Head of Neighbourhood services
Enforcement of tenancy conditions under all	To give discounts to small film companies, charities and educational trusts etc. on the	Executive Director of Finance and Corporate Services, Director of Housing

grounds of the Housing Act 1985, Housing Act 1996, Crime & Disorder Act 1998, and Anti-social Behaviour Act 2003	TV. and filming rights charges agreed by the Cabinet.	
Enforcement of tenancy conditions under all grounds of the Housing Act 1985, Housing Act 1996, Crime & Disorder Act 1998, and Anti-social Behaviour Act 2003	Authorisation of internal redecoration works for aged and infirm tenants in accordance with Council policy within approved budget.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Assistant Director of Repairs, Head of Neighbourhood Services, Head of Allocations and Lettings
Enforcement of tenancy conditions under all grounds of the Housing Act 1985, Housing Act 1996, Crime & Disorder Act 1998, and Anti-social Behaviour Act 2003	To reimburse removal expenses to tenants of the Council in accordance with Council policy and within approved budget.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Assistant Director of Repairs, Head of Neighbourhood Services, Head of Allocations and Lettings
Enforcement of tenancy conditions under all grounds of the Housing Act 1985, Housing Act 1996, Crime & Disorder Act 1998, and Anti-social Behaviour Act 2003	To authorise payments under the "Beneficial Transfer" Scheme, Transfer Opportunities Scheme and Moving out of London scheme as approved from time to time by the Cabinet within approved budget.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhood Services, Head of Neighbourhood Services, Head of Allocations and Lettings
Enforcement of tenancy conditions under all grounds of the Housing Act 1985, Housing Act 1996, Crime & Disorder Act 1998, and Anti-social Behaviour Act 2003	To authorise the transfer of tenants under the "Beneficial Transfer" Scheme as approved from time to time by the Cabinet.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Head of Neighbourhood Services, Head of Allocations and Lettings, Strategic Head of Neighbourhood services

Act 1998, and Anti-social Behaviour Act 2003		
Enforcement of tenancy conditions under all grounds of the Housing Act 1985, Housing Act 1996, Crime & Disorder Act 1998, and Anti-social Behaviour Act 2003	To agree the temporary use of Council properties for short periods for police surveillance in respect of dealing with potential criminal activities such as drug dealing, etc.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Head of Neighbourhood Services, Head of Allocations and Lettings, Strategic Head of Neighbourhood services
Regulation of Investigatory Powers Act 2000	To authorise applications under Part II of the Act and authorise officers to make application to the Magistrates court for judicial approval pursuant to Section 223 of the Local Government Act 1972.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Head of Neighbourhood Services, Head of Allocations and Lettings, Strategic Head of Neighbourhood services
Land Compensation Act 1973	To determine compensation under the loss of Amenities Compensation Scheme for Council tenants who remain in occupation of their houses whilst the Council carries out major works of repair and improvement such that the tenant is unable to live normally in the property (subject to a maximum of £3,000 total per case and within approved budget).	Director of Housing, Assistant Director of Neighbourhoods and Communities, Head of Neighbourhood Services, Head of Allocations and Lettings, Assistant Director of Repairs, Strategic Head of Neighbourhood services
Land Compensation Act 1973	Authority for payment of rebate of heating and/or hot water and/or tenant service charges to tenants where no service has been provided or in line with the policy statement included in the Tenants Handbook.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Strategic Head of Neighbourhood services, Head of Neighbourhood Services, Head of Allocations and Lettings, Head of Finance (Housing)
Land Compensation Act 1973	Authority to write-off rent arrears and license charges of former tenants and licensees of less than £10,000.	Director of Housing

Land Compensation Act 1973	Authority to make payments against estimates on claims for compensation under the Council's Out of Pocket Allowance Scheme up to a total of £1,500.	Director of Housing, Head of Finance (Housing)
Land Compensation Act 1973	Authority to write-off rent arrears of current and former temporary accommodation tenants of less than £10,000	Director of Housing, Assistant Director of Neighbourhood and Community Services
Land Compensation Act 1973	Authority to write-off freeholder, leaseholder and equity sharer service charges arrears of less than £10,000	Director of Housing, Head of Home Ownership Services: to a maximum of £2,500 per freeholder / leaseholder /equity sharer
Land Compensation Act 1973	Certification of service charge accounts in accordance with the requirements of the Council's residential leases.	Director for Finance and Resources, Head of Finance (Housing)
Housing Act 1996 – Part vii – Homelessness	To determine applications made under the provisions of the Social Landlords Discretionary Reduction of Service Charges (England) Directions 1997 and the hardship scheme made under these regulations.	Executive Director of Housing and Corporate Resources, Head of Finance (Housing)
Housing Act 1996 – Part vii – Homelessness	To determine appeals from leaseholders in relation to decisions made on application for assistance under the Discretionary Regulations and the Council's approved hardship scheme.	Executive Director of Housing and Corporate Resources, Head of Finance (Housing)
Housing Act 1985 - Sections 45-51	The determination of service charges and rendering and cancellation of service charge accounts.	Executive Director of Housing and Corporate Resources, Head of Finance (Housing)
Landlord and Tenant Act 1985 Sections 18 to 30	The determination of service charges and rendering and cancellation of service charge accounts.	Executive Director of Housing and Corporate Resources, Head of Finance (Housing)

Landlord and Tenant Act 1985 - Section 20	Consideration of observations from leaseholders on Section 20 notices.	Director of Housing, Assistant Director of Residents and Building Safety, Head of Home Ownership Services and Leasehold Major Works Team Leader
Housing Act 1985 – Sections 118-188 and Housing and Planning Act 1986	To administer and make changes to the scope of the Register of Interest in Home Ownership.	Director of Housing, Strategic Lead for Investment and Acquisitions, Head of Partnership, Investment and Assurance, Strategic Head of Development, Regeneration and Asset Management
Housing Act 1985 – Part 2, Section 9 Local Government (Miscellaneous Provisions) Act 1982	The determination of future use of vacant Council dwellings.	Director of Housing, Strategic Head of Development, Regeneration and Asset Management, Head of Allocations and Lettings
Accommodation Agencies Act 1953 Protection from Eviction Act 1977 Landlord and Tenant Act 1985 Rent Act 1977 Landlord and Tenant Act 1987 Housing Act 1988 Housing Act 1985 Sections 264 & 368 Housing Act 1996	To act on behalf of the Council in the discharge of its statutory duties under the provisions of Part VI of the Housing Act 1996.	Director of Housing, Assistant Director of Neighbourhoods and Communities, Head of Homelessness Prevention and Assessment, Head of Allocations and Lettings, Assessment Manager, Allocations and Lettings Manager
Tenant Incentive Scheme/Shared Ownership	To deduct up to three months tenants arrears of rent and/or Council Tax from the approved grant.	Director of Housing, Assistant Director of Neighbourhood and Communities, Head of Neighbourhood Services, Strategic Head of Neighbourhood Services
General	Granting of consent for the transfer of up to a maximum of 50 units between Registered Social Landlords.	Executive Director of Finance and Corporate Resources in consultation with the Chief Executive

Possession proceedings under all grounds of the Housing Act 1984	To approve in conjunction with the Chief Executive the granting of loans and grants to housing association.	Executive Director of Finance and Corporate Resources in conjunction with Chief Executive
Possession proceedings under all grounds of the Housing Act 1985	The acquisition of leases of residential property financed from the General Fund.	Director of Housing, Assistant Director of Neighbourhood and Communities, Head of Allocations and Lettings, Property and Place Manager, Procurement Manager - subject to overall programme approval by the Ministry of Housing, communities and Local Government
Schemes for assured shorthold and other tenancy arrangements with Housing Associations	The agreement of terms authorising payments for assured Projects with Housing Associations to house homeless families.	Assistant Director of Neighbourhood and Community Services, Head of Allocations and Lettings, Head of Homelessness Prevention and Assessment, Property and Place Manager, Procurement Manager, Procurement Officer subject to overall programme approval by the Cabinet and Ministry of Housing, communities and Local Government consent.
Schemes for assured shorthold and other tenancy arrangements with Housing Associations	To consider and determine requests by owners of discounted market sales properties (as secured under the terms of planning obligations under the Town and Country Planning Act) to be released from the obligation to sell at a discounted price in return for the payment to the Council of a sum equivalent to that discount and to identify schemes, and use the monies received, for the provision and improvement of affordable housing	Head of Partnership, Investment and Assurance, Strategic Head of Area Regeneration
Schemes for assured shorthold and other tenancy arrangements with Housing Associations	To agree the sale of the Council's freehold or Head leasehold interest in a property jointly to the leaseholders, where all flats are subject to long leases or where the right of enfranchisement would apply, on	Strategic Head of Area Regeneration in conjunction with the Head of Partnership, Investment and Assurance, Assistant Director for Neighbourhoods and Communities, and Head of Home Ownership Services

	terms deemed appropriate by the Head of Valuation and Property Services and in accordance with statutory duties.	
Schemes for assured shorthold and other tenancy arrangements with Housing Associations	Granting of consent for the erection of garages, sheds etc. subject to conformity with Building Regulations and any Town Planning requirements.	Director of Housing, Assistant Director of Neighbourhoods and Communities In consultation with Director of Climate Change and Transport
Schemes for assured shorthold and other tenancy arrangements with Housing Associations	Granting of permission for the removal of gates, trees, fences, or hedges on Council housing estates.	Director of Housing, Assistant Director of Neighbourhoods and Communities
Schemes for assured shorthold and other tenancy arrangements with Housing Associations	Granting of permission to: a) Fix wireless, satellite and cable or television aerials on Council dwellings. b) Install telephones in Council dwellings. c) Install relay wireless and/or television in Council dwellings	Director of Housing, Assistant Director of Neighbourhoods and Communities
Schemes for assured shorthold and other tenancy arrangements with Housing Associations	Removal of vehicles from housing estate verges.	Director of Housing, Assistant Director of Neighbourhoods and Communities In consultation with Director of Climate Change and Transport
Schemes for assured shorthold and other tenancy arrangements with Housing Associations	To apply for deemed Planning Consent in relation to property.	Director of Housing, Director of Planning and Property
Schemes for assured shorthold and other tenancy arrangements	To apply for deemed Planning Consent in relation to Right to Buy property.	Director of Housing

with Housing Associations		
Possession proceedings under all grounds of the Housing Act 1985	Authorisation of Bailiff's Warrant and eviction	Director of Housing, Assistant Director of Neighbourhoods and Communities, Head of Neighbourhood Services, Head of Income, Executive Director for Adult Social Care in appropriate cases.
Possession proceedings under all grounds of the Housing Act 1985	To approve the sale of properties which qualifying tenants have applied to purchase under the Right to Buy legislation at the relevant price provided in the legislation and as certified by the Principal Valuer.	Director of Housing In consultation with Assistant Director of Legal and Democratic Services. Head of Valuation and Property and Head of Home Ownership Services
Possession proceedings under all grounds of the Housing Act 1985	To conduct forfeiture proceedings against Council leaseholders for breaches of lease.	Director of Housing, Assistant Director of Neighbourhoods and Communities and Head of Home Ownership Services In consultation with Assistant Director of Legal and Democratic Services
Land Compensation Act 1973	To deal with applications for home loss payments and/or disturbance payments under the above Act or the Council's own scheme.	Director of Housing, Assistant Director of Neighbourhoods and Communities In consultation with other Chief Officers as appropriate.
Land Compensation Act 1973	Fulfil the Council's functions, obligations and powers in respect of: (a) Part V Housing Act 1985 - Right to Buy and allied matters. (b) Section 450A Housing Act 1985 Right to a Loan for Services Charges. (c) Leasehold Reform Act 1967 - Right to extend/acquire freehold. (d) Part I Leasehold Reform Housing & Urban Development Act 1993 - Collective Enfranchisement right to a new lease, etc. (e) Actions on a voluntary basis in respect	Director of Housing, Assistant Director of Neighbourhoods and Communities, Head of Finance (Housing) In consultation with Assistant Director of Legal and Democratic Services and the Chief Executive and Head of Home Ownership Services

	of Council lessees and cases probably falling within b - d above.	
Housing Act 1985 - Section 442	To determine and process indemnities for mortgages.	Homebuy Manager
Housing Act 1985 - Part 2, Section 9 Schemes for assured shorthold and other tenancy arrangements with Housing Associations	To grant a lease on roof spaces to the lessees of upper flats but only where there is a current planning permission to convert the roof space into a habitable use or for non-habitable use where no planning permission is required on such terms as deemed appropriate by the Head of Valuation and Property Services and in accordance with statutory duties. To approve the Service Charge variation in accordance with the sale.	Director of Housing In conjunction with Assistant Director of Legal and Democratic Services and Head of Valuation and Property Services, Assistant Director of Neighbourhoods and Communities, Assistant Director of Resident and Building Safety, and Head of Home Ownership Services
Housing Act 1985 - Part 2, Section 9 Schemes for assured shorthold and other tenancy arrangements with Housing Associations	Approval or refusal of applications from residential leaseholders to carry out external or internal improvements to Council dwellings subject to compliance with the Building Regulations and Town Planning requirements and consent under Section 81 of the Housing Act 1980.	Director of Housing, Assistant Director of Neighbourhood and Communities, Assistant Director of Resident and Building Safety, Head of Home Ownership Services In consultation with Assistant Director of Legal and Democratic Services
Housing Act 1985 S.32	Approval of Voluntary sales, loft sales, voluntary leases extension, deeds of release - S.32 Housing Act 1985. To approve the Service Charge variation in accordance to the Voluntary sales, loft sales, voluntary leases extension, deeds of release.	Strategic Director of Finance and Corporate Resources, Director of Housing, Assistant Director for Neighbourhood and Communities, and Head of Home Ownership Services
Chapter 1 Leasehold Reform Housing and	Approval of sale of Freehold Enfranchisement, Chapter 1 Leasehold	Strategic Director of Finance and Corporate Resources, Director of Housing, Assistant Director for

Urban Development Act 1993 (LRHUDA)	Reform Housing and Urban Development Act 1993 (LRHUDA)	Neighbourhood and Communities, and Head of Home Ownership Services
Statutory lease extensions would be Chapter II Leasehold Reform Housing and Urban Development Act 1993	Approval of sale of Statutory lease extensions would be Chapter II Leasehold Reform Housing and Urban Development Act 1993	Strategic Director of Finance and Corporate Resources, Director of Housing, Assistant Director for Neighbourhood and Communities, and Head of Home Ownership Services
S.106 TCPA 1990	Approval sale of council's interest in Council Shared Equity in line with S106 TCPA 1990	Strategic Director of Finance and Corporate Resources, Director of Housing, Assistant Director for Neighbourhood and Communities, and Head of Home Ownership Services,
Building Act 1984 and Party Wall Act 1996	In respect of Council-owned or leased property – authority to deal with all matters under the Acts, as pertains to building owner or occupier of property	Director of Housing, Head of Capital Delivery, Senior Property Compliance Manager
Section 81 of the Housing Act 1980, Section 19 of the Landlord and Tenant Act 1927	Approval or refusal of applications from residential leaseholders to carry out external or internal improvements to Council dwellings subject to compliance with the Building Regulations and Town Planning requirements and consent	Director of Housing, Assistant Director for Neighbourhood and Communities, and Head of Home Ownership Services

Legislation	Function	Proper Officer(s)
<p>Local Government (Miscellaneous Provisions) Act 1982 Accommodation Agencies Act 1953 Protection from Eviction Act 1977, Landlord and Tenant Act 1985, Rent Act 1977, Landlord and Tenant Act 1987 and Housing Act 1988</p>	<p>To investigate and to instruct the Assistant Director of Legal and Democratic Services to initiate prosecutions for offences relating to private sector accommodation and our accommodation as landlord</p>	<p>Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards and Private Sector Housing Manager, Private Sector Housing Manager, Director of Housing, Assistant Director Residents and Building Safety Head of Mechanical & Engineering</p>
<p>Housing Act 1985 Parts 6 and 11 Building Act 1984 Sections 59,64,69,76; Public Health Act 1936 Section 45, 48, 79, 83 Site Waste Management Plans Regulations 2008 Environmental Protection Act 1990 Part 3 Public Health (Recurring Nuisances) Act 1969 Section 2 Housing Grants Construction and Regeneration Act 1996 Chapter 4 Housing Act 1996 Part 2 Housing Act 2004 Part 1</p>	<p>To serve notices under the above legislation to require works or other improvements at premises.</p> <p>To instigate works in default of owners failing to comply with the above notices, or in conjunction with the Assistant Director of Legal and Democratic Services to prosecute persons failing to comply with any notice as served.</p> <p>To recover costs incurred in execution of works in default including by use of the powers in the Law of Property Act 1925.</p>	<p>Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards and Private Sector Housing Manager, Director of Housing, Assistant Director Residents and Building Safety, Head of Mechanical & Engineering</p>
<p>Housing Act 2004 Part 4 Chapters 1 and 2 (Additional</p>	<p>To give notice of all consequential decisions, to authorise expenditure to</p>	<p>Director for Environmental Health, Head of Environmental Health, Operations Manager, Environmental Enforcement and Protection,</p>

Control Provisions Relating to Residential Accommodation)	carry out works or to supply furniture to premises subject to such Orders.	Private Housing Service Managers, Head of Allocations and Lettings, Assistant Director of Neighbourhoods and Communities
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Decision / Function	Authorised Officers
a) Authorisation of procurement strategies, contract awards and contract variations (including extensions).	a) Director of Housing, Chief Planning Officer, Assistant Director of Operations, Assistant Director of Resident and Building Safety, Assistant Director for the Economy, Assistant Director of Neighbourhood and Community Services, Assistant Director of Repairs, Strategic Head of Area Regeneration, up to £100,000 for Capital and £50,000 for Revenue.
	b) Head of Contract Governance in consultation with Housing Finance
b) Contract variations with no forecast net effect on expenditure	

APPENDIX – DELEGATIONS TRANSFER TO PLACE SERVICES

Legislation	Function	Proper Officer(s)
Housing Grants, Construction and Regeneration Act 1996 Regulatory Reform (Housing Assistance) (England & Wales) Order 2002	To consider grant applications and to approve those in accordance with Committee policy: To execute all relevant supplementary powers. To vary the criteria and conditions attached to a grant within budget	Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards and Private Sector Housing Manager, Private Housing and Health Officer, Public Protection & Safety Officer
Local Government (Miscellaneous Provisions) Act 1976	In its entirety	Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards and Private Sector Housing Manager, Public Protection & Safety Officers, Processing Officers, Business Support Manager, Business Support Officer
Local Government (Miscellaneous provisions) Act 1982, s29 and associated legislation	To recover costs; to enter the land and/or buildings to undertake works in connection with an empty or unoccupied building for the purpose of preventing unauthorised entry to it, or preventing it becoming a danger to public health. To serve notice, to recover expenses in relation to those works.	Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards and Private Sector Housing Manager, Public Protection and Safety Officers, Empty Property Officer
Housing Grants Construction and Regeneration Act 1996, Sections 48-50	To require information regarding grant conditions from people who have received grant payments.	Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards and Private Sector Housing Manager, Public Protection and Safety Officers, Empty Property Officer

Housing Act 2004 Part 4	To authorise the making of an Interim or Final Management Order under either Chapter 1 or an Interim or Final Empty Dwelling Management Order under Chapter 2 of Part 4 of the Act.	Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards and Private Sector Housing Manager
Housing Act 2004 Part 4	To take all supplementary action following the making of the Management Order.	Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards and Private Sector Housing Manager
Housing Act 1996 Housing Act 2004 (Part 2)	To make charges for the administrative costs of Houses in Multiple Occupation registration or licensing and to make demands for charges. To waive or vary charges for Houses in Multiple Occupation registration or licensing.	Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards and Private Sector Housing Manager
Housing Act 2004 - Part 2 (Licensing of Houses in Multiple Occupation) and Part 3 (Selective licensing of other residential accommodation)	Notice of intention to grant a licence, grant a licence, grant a licence with modifications or to vary a licence under Schedule 5 of the Act and associated confirmatory decision notices.	Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards and Private Sector Housing Manager, Public Protection & Safety Officers, Processing Officers, Business Support Officers, Business Support Manager
Housing Act 2004 - Part 2 (Licensing of Houses in Multiple Occupation) and Part 3 (Selective licensing of other residential accommodation)	Notice of intention to refuse a licence, refuse to vary a licence, revoke a licence or refuse to revoke a licence and associated confirmatory decision notices.	Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards and Private Sector Housing Manager, Public Protection & Safety Officers
Housing Act 2004 - Part 2 (Licensing of Houses in Multiple Occupation) and Part	Serving of notices on appropriate persons and application to Residential	Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards and Private

3 (Selective licensing of other residential accommodation)	Property Tribunal for Rent Repayment Order under Section 73 of the Act.	Sector Housing Manager, Public Protection & Safety Officers, Business Support Officers, Business Support Manager
Housing Act 2004 - Part 2 (Licensing of Houses in Multiple Occupation) and Part 3 (Selective licensing of other residential accommodation)	Service of Temporary Exemption Notices under Section 62 of the Act.	Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards and Private Sector Housing Manager, Public Protection & Safety Officers, Processing Officers, Business Support Officers, Business Support Manager
Housing Act 2004 - Part 2 (Licensing of Houses in Multiple Occupation) and Part 3 (Selective licensing of other residential accommodation)	Authority to sign a licence on behalf of the Local Housing Authority.	Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards and Private Sector Housing Manager, Public Protection & Safety Officers, Processing Officers, Business Support Officers, Business Support Manager
Housing Act 2004 Part 4 Chapter 3 (Overcrowding Of Houses in Multiple Occupation)	To serve notice of intention to serve an HMO overcrowding notice, to serve an overcrowding notice, to vary or revoke such notices and to give notice of associated confirmatory decisions.	Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards and Private Sector Housing Manager, Public Protection & Safety Officers, Processing Officers, Business Support Officers, Business Support Manager
Housing Act 1985	Section 335 Power to require information about persons sleeping in dwelling. Section 336 Power to require production of rent book, or similar document.	Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards and Private Sector Housing Manager, Public Protection & Safety Officers

	Section 338 Power to serve notices to abate overcrowding.	
Housing Act 2004 Part 7 And Schedule 3 (Supplementary Provisions And Power Of Entry)	To instigate works in default of owners failing to comply with any relevant notices, licence or orders, or in conjunction with the Assistant Director of Legal and Democratic Services to prosecute persons failing to comply with any notice, any requirement of the Act or any Regulation made or otherwise committing an offence under the under Parts 1 to 4 and Part 7 of the Act.	Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards Private Sector Housing Manager. Public Protection & Safety Officers
Housing Act 2004 Part 7 And Schedule 3 (Supplementary Provisions And Power Of Entry)	To serve any demand for the recovery of expenses for work in default provided for by the Act or any notice of intention to carry out works without agreement.	Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards, Private Sector Housing Manager, Principal Private Housing and Health Officers, Public Protection & Safety Officers
Housing Act 2004 Part 7 And Schedule 3 (Supplementary Provisions And Power Of Entry)	To authorise the service of a recovery notice requiring rents to be paid to the local housing authority once demand has become operative.	Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards, Private Sector Housing Manager, Public Protection & Safety Officers
Town and Country Planning Act 1990, Section 226	To exercise the power for the compulsory acquisition of land for development and other planning purposes	Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards, Private Sector Housing Manager
Housing Grants, Construction and Regeneration Act 1996	To consider grant applications and to approve those in accordance with	Director for Environmental Health, Head of Environmental Health, Operations Manager, Environmental

Regulatory Reform (Housing Assistance) (England & Wales) Order 2002	Committee policy: To execute all relevant supplementary powers.	Enforcement and Protection, Private Sector Housing Manager, Assistant Director Housing Standards, Principal Housing Officer
Housing Grants, Construction and Regeneration Act 1996 Regulatory Reform (Housing Assistance) (England & Wales) Order 2002	To vary the criteria and conditions attached to a grant within budget.	Director for Environmental Health, Head of Environmental Health, Operations Manager, Environmental Enforcement and Protection, Private Sector Housing Manager
The Management of Houses in Multiple Occupation (England) Regulations 2006 The Licensing and Management of Houses in Multiple Occupation (Additional provisions) (England) Regulations 2007 Above as amended by The Houses in Multiple Occupation (Management) (England) Regulations 2009	To prosecute for failure to comply with the Regulations	Director for Environmental Health, Head of Environmental Health, Private Sector Housing Manager
Local Government (Miscellaneous Provisions) Act 1976, Section 16	To require certain information from the owners and occupiers of premises.	Director for Environmental Health, Head of Environmental Health, Operations Manager, Environmental Enforcement and Protection, Private Sector Housing Manager, Assistant Director Housing Standards, Environmental Health Officer
Local Government and Housing Act 1989 Sections 119 – 123 Housing Grants Construction and Regeneration Act 1996, Sections 48-50	To require information regarding grant conditions from people who have received grant payments.	Director for Environmental Health, Head of Environmental Health, Operations Manager, Environmental Enforcement and Protection, Private Sector Housing Manager, Assistant Director Housing Standards, Public

		Protection and Safety Officers, Support Officers
Housing Act 1985 Section 191A Housing Grants Construction And Regeneration Act 1996, Section 57 Housing Act 2004 Sections 108	To organise the carrying out of works on behalf of an owner who is in receipt of a statutory notice, or a potential grant applicant.	Director for Environmental Health, Head of Environmental Health, Operations Manager, Environmental Enforcement and Protection, Private Sector Housing Manager, Assistant Director Housing Standards, Public Protection and Safety Officers
Housing Act 1985 section 17	Power to initiate proceedings with a view to Compulsory Purchase of empty dwellings for housing purposes.	Director of Housing, Director for Environmental Health, Head of Environmental Health
Housing Act 2004 Part 4	To take all supplementary action following the making of the Management Order.	Director for Environmental Health, Head of Environmental Health, Operations Manager, Environmental Enforcement and Protection, Private Sector Housing Manager, Assistant Director Housing Standards Public Protection and Safety Officers
Housing Act 1985 Sections 264 and 368	To make changes to the permitted use of an operative Closing Order.	Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards, Operations Manager, Environmental Enforcement and Protection, Private Sector Housing Manager, Head of Accommodation Services
Housing Act 1985 Sections 264 and 368	To carry out supplementary actions regarding a Closing Order, Demolition Order or Slum Clearance Order.	Director for Environmental Health, Head of Environmental Health, Operations Manager, Environmental Enforcement and Protection, Private

		Sector Housing Manager, Assistant Director Housing Standards, Public Protection and Safety Officers
Housing Act 2004 Part 2 (Licensing Of Houses In Multiple Occupation) and Part 3 (Selective Licensing of Other Residential Accommodation)	Notice of intention to grant a licence, grant a licence with modifications or to vary a licence under Schedule 5 of the Act and associated confirmatory decision notices.	Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards, Operations Manager, Environmental Enforcement and Protection, Private Sector Housing Manager, Public Protection and Safety Officers, Support Officers
Housing Act 2004 Part 2 (Licensing Of Houses In Multiple Occupation) and Part 3 (Selective Licensing of Other Residential Accommodation)	Notice of intention to refuse a licence, refuse to vary a licence, revoke a licence or refuse to revoke a licence and associated confirmatory decision notices.	Director for Environmental Health, Head of Environmental Health, Operations Manager, Environmental Enforcement and Protection, Private Sector Housing Manager, Assistant Director Housing Standards, Public Protection and Safety Officers
Housing Act 2004 Part 2 (Licensing Of Houses In Multiple Occupation) and Part 3 (Selective Licensing of Other Residential Accommodation)	Application to Residential Property Tribunal for Rent Repayment Order under Section 73 of the Act.	Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards, Operations Manager, Environmental Enforcement and Protection, Private Sector Housing Manager, Director of Housing, Public Protection and Safety Officers
Housing Act 2004 Part 2 (Licensing Of Houses In Multiple Occupation) and Part 3 (Selective Licensing of Other Residential Accommodation)	Service of Temporary Exemption Notices under Section 62 of the Act.	Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards, Operations Manager, Environmental Enforcement and Protection, Private Housing Service

		Managers, Public Protection and Safety Officers, Support Officers
Housing Act 2004 Part 2 (Licensing Of Houses In Multiple Occupation) and Part 3 (Selective Licensing of Other Residential Accommodation)	Authority to sign a licence on behalf of the Local Housing Authority.	Director for Environmental Health, Head of Environmental Health, Operations Manager, Environmental Enforcement and Protection, Private Sector Housing Manager, Assistant Director Housing Standards, Public Protection and Safety Officers, Support Officers
Housing Act 2004 Part 4 Chapters 1 and 2 (Additional Control Provisions Relating to Residential Accommodation)	To serve notices of intention to make, vary, refuse to vary, revoke or refuse to revoke Interim and Final Management Orders under Chapters 1 or 2 of Part 4 of the Act.	Director for Environmental Health, Head of Environmental Health, Operations Manager, Environmental Enforcement and Protection, Private Sector Housing Manager, Assistant Director Housing Standards, Public Protection and Safety Officers, Support Officers
Housing Act 2004 Part 4 Chapters 1 and 2 (Additional Control Provisions Relating to Residential Accommodation)	Power of entry to carry out works in connection with Interim or Final Management Orders	Director for Environmental Health, Head of Environmental Health Assistant Director Housing Standards, Operations Manager, Environmental Enforcement and Protection, Private Sector Housing Manager, Head of Accommodation Services, Public Protection and Safety Officers, Support Officers
Housing Act 2004 Part 4 Chapter 3 (Overcrowding of Houses in Multiple Occupation)	To serve notice of intention to serve an HMO overcrowding notice, to serve an overcrowding notice, to vary or revoke such notices and to give notice of associated confirmatory decisions.	Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards, Operations Manager, Environmental Enforcement and Protection, Private Sector Housing Managers, Public Protection and Safety Officers, Support Officers

Housing Act 2004 Part 7 and Schedule 3 (Supplementary Provisions and Power Of Entry)	Notice under Section 235 of the Act requiring production of documents for any purpose connected with the exercise of any of the Council's functions under Parts 1 to 4 of the Act or investigating whether any offence has been committed.	Director for Environmental Health, Head of Environmental Health, Operations Manager, Environmental Enforcement and Protection, Private Sector Housing Managers, Assistant Director Housing Standards, Public Protection and Safety Officers, Support Officers
Housing Act 2004 Part 7 and Schedule 3 (Supplementary Provisions and Power Of Entry)	Authority to enter any premises under Section 239(3) for the purposes of survey or examination with respect to any of the Council's functions under Parts 1 to 4 of the Act or to ascertain whether any offence has been committed.	Director for Environmental Health, Head of Environmental Health, Operations Manager, Environmental Enforcement and Protection, Private Sector Housing Manager, Assistant Director Housing Standards, Public Protection and Safety Officers
Housing Act 2004 Part 7 and Schedule 3 (Supplementary Provisions and Power Of Entry)	Authority to make an HMO declaration under Section 255 of the Act and to serve the associated notice of declaration	Director for Environmental Health, Head of Environmental Health, Operations Manager, Environmental Enforcement and Protection, Private Sector Housing Manager, Assistant Director Housing Standards, Public Protection and Safety Officers
Housing Act 2004 Part 7 and Schedule 3 (Supplementary Provisions and Power Of Entry)	To serve any demand for the recovery of expenses for work in default provided for by the Act or any notice of intention to carry out works without agreement.	Director for Environmental Health, Head of Environmental Health, Operations Manager, Environmental Enforcement and Protection, Private Sector Housing Manager, Assistant Director Housing Standards, Public Protection and Safety Officers
Housing Act 2004 Part 7 and Schedule 3 (Supplementary Provisions and Power Of Entry)	To authorise the service of a recovery notice requiring rents to be paid to the	Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards, Operations

	local housing authority once demand has become operative.	Manager, Environmental Enforcement and Protection, Private Sector Housing Manager, Public Protection and Safety Officers
London Local Authorities Act 2004 s9 and associated legislation	To authorise power of entry, serve notice, carry out works and recover expenses in relation to nuisance from birds	Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards, Public Housing and Health Manager, Public Protection and Safety Officers
Town and Country Planning Act 1990	S 215 - Power to require proper maintenance of land	Strategic Director of the Economy
Town & Country Planning Act 1990	S 106, S106A, B, S106BA of the TCPA 1990 (determination of applications to amend affordable housing obligations) - Officers are authorised to enter into Section 106 Legal Agreements in order to regulate the use of land in accordance with or in order to secure compliance with Council planning policy in the Local Plan including the Local Development Framework, or with the London Plan, but excluding requirements for payment of sums of money to the Council not previously authorised by Committee. Officers are authorised to vary Section 106 Legal Agreements provided the agreement still covers substantially the same heads as previously approved by Committee.	Strategic Director of the Economy, Director for Planning & Growth, Head of Development Management, Head of Planning Regeneration, any Team Leader, Deputy Team Leader, Principal or Senior Planning Officer responsible to the Head of Development Management or Head of Planning Regeneration, the Planning Change Manager, Head of Urban Design and Conservation; any Principal Officer responsible to the Head of Urban Design and Conservation

	Officers are authorised to negotiate with the Mayor of London with regard to any S106 Legal Agreements for which the Mayor is the appropriate authority. Officers be authorised to undertake proceedings in respect of any breach of a planning obligation.	
Town and Country Planning Act 1990	S 216 - To investigate and instruct the Assistant Director of Legal and Democratic Services to prosecute for non-compliance with a S215 Notice	Director for Planning and Growth, Head of Development Management, any Team Leader or Deputy Team Leader responsible to the Head of Development Management, any Principal Planning Officer responsible to the Head of Development Management, Head of Urban Design and Conservation, any Principal Officer responsible to the Head of Urban Design and Conservation, Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards, Private Sector Housing Manager, Public Protection and Safety Officers, Empty Property Officer
Town and Country Planning Act 1990	S219 - Power to enter land and take steps as required by the notice and to instruct recovery of costs and placing a charge on the land	Director for Planning and Growth, Head of Development Management, any Team Leader or Deputy Team Leader responsible to the Head of Development Management, any Principal Planning Officer responsible to the Head of Development Management, Head of Urban Design and Conservation, any

		Principal Officer responsible to the Head of Urban Design and Conservation, Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards, Private Sector Housing Manager, Public Protection and Safety Officers, Empty Property Officer
Police and Criminal Evidence Act 1984 Criminal Procedures and Investigation Act 1996 Criminal Justice Act 1988 Theft Act 1968 Theft Act 1978 Fraud Act 2006 Proceeds of Crime Act 2002	To authorise action regarding the prevention, detection and prosecution of acts of fraud or corruption committed against the Council.	Director for Residents Services, Chief Internal Auditor, Head of Corporate Anti-Fraud, Director for Environmental Health, Head of Environmental Health, Assistant Director Housing Standards, Environmental Protection manager, Trading Standards Manager, Licensing Manager, Head of Environmental Health (Licensing and Trading Standards), Director of Housing In conjunction with the Strategic Director for Finance
Greater London Council (General Powers) Act 1974	S16 Greater London Council (General Powers) Act 1974) – Undertakings and agreements	Strategic Director of the Economy, Director for Planning & Growth, Head of Development Management, Head of Planning Regeneration, any Team Leader, Deputy Team Leader, Principal or Senior Planning Officer responsible to the Head of Development Management or Head of Planning Regeneration, the Planning Change Manager, Head of Urban Design and Conservation; any

		Principal Officer responsible to the Head of Urban Design and Conservation
General	To approve the granting of tenancies and leases at the industrial estates/business centres managed by the Department of Housing and Regeneration (including extension of leases) within the policy criteria and parameters laid down by the Council for support to small businesses.	Director for Asset Management and Property Services, Chief Housing Officer, Director for Housing Finance & Resources, Skills and Economic Development, Head of Economic Development, Learning and Skills
General	To represent the Council on Greater Hammersmith Business Improvement District board.	Strategic Director of Economy
General	To represent the Council on Park Royal Partnership Board.	Strategic Director of Economy
General	In respect of European Regional Development Fund contract to administer contracts and review schemes in accordance with the guidance specified by the Government Office for London.	Strategic Director of Economy