



London Borough of Hammersmith & Fulham

Cabinet

Agenda

MONDAY
11 JANUARY 2010
7.00 pm

COURTYARD ROOM
HAMMERSMITH
TOWN HALL
KING STREET
LONDON W6 9JU

Membership

Councillor Stephen Greenhalgh, Leader
Councillor Nicholas Botterill, Deputy Leader (+Environment)
Councillor Paul Bristow, Cabinet Member for Residents Services
Councillor Lucy Ivimy, Cabinet Member for Housing
Councillor Mark Loveday, Cabinet Member for Strategy
Councillor Greg Smith, Cabinet Member for Crime and Street Scene
Councillor Frances Stainton, Cabinet Member for Parks, Culture and Heritage
Councillor Sarah Gore, Cabinet Member for Children's Services

Date Issued
23 December 2009

If you require further information relating to this agenda please contact: David Viles, Committee Co-ordinator, Councillors Services, tel: 020 8753 2063 or email: David.Viles@lbhf.gov.uk

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

DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on non-exempt item numbers 4-13 on this agenda using the Council's Deputation Request Form. The completed Form, to be sent to David Viles at the above address, must be signed by at least ten registered electors of the Borough and will be subject to the Council's procedures on the receipt of deputations. **Deadline for receipt of deputation requests: Thursday 31 December 2009.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 13 January 2010**. Items on the agenda may be called in to the relevant Scrutiny Committee.

The deadline for receipt of call-in requests is: **Monday 18 January 2010 at 3.00pm**. Decisions not called in by this date will then be deemed approved and may be implemented.

A confirmed decision list will be published after 3:00pm on **Monday 18 January 2010**.

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

Cabinet Agenda

11 January 2010

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<p>If a Councillor has any prejudicial or personal interest in a particular report he/she should declare the existence and nature of the interest at the commencement of the consideration of the 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 prejudicial 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, unless a dispensation has been obtained from the Standards Committee.</p> <p>Where members of the public are not allowed to be in attendance, then the Councillor with a prejudicial interest should withdraw from the meeting whilst the matter is under consideration, unless the disability has been removed by the Standards Committee.</p>	
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16.	EXCLUSION OF PRESS AND PUBLIC	

The Cabinet is invited to resolve, under Section 100A (4) of the Local Government Act 1972, that the public and press be excluded from the meeting during the consideration of the following items of business, on the grounds that they contain the likely disclosure of exempt information, as defined in paragraph 3 of Schedule 12A of the said Act, and that the public interest in maintaining the exemption currently outweighs the public interest in disclosing the information.

17.	EXEMPT MINUTES OF THE CABINET MEETING HELD ON 7 DECEMBER 2009 (E)	
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Agenda Item 1



London Borough of Hammersmith & Fulham

Cabinet

Minutes

Monday 7 December 2009

PRESENT

Councillor Stephen Greenhalgh, Leader
Councillor Nicholas Botterill, Deputy Leader (+Environment)
Councillor Paul Bristow, Cabinet Member for Residents Services
Councillor Mark Loveday, Cabinet Member for Strategy
Councillor Greg Smith, Cabinet Member for Crime and Street Scene
Councillor Frances Stainton, Cabinet Member for Parks, Culture and Heritage
Councillor Sarah Gore, Cabinet Member for Children's Services

1. **MINUTES OF THE CABINET MEETING HELD ON 9 NOVEMBER 2009**

RESOLVED:

That the minutes of the meeting of the Cabinet held on 9th November 2009 beconfirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

2. **APOLOGIES FOR ABSENCE**

Apologies for Absence were received from Councillor Lucy Ivimy.

3. **DECLARATION OF INTERESTS**

There were no declarations of interest.

4. **DEPUTATION**

Mr. Christopher Lawson, with Ms Rachel Khan in attendance, presented a deputation

on the parking problems faced by residents living in parking Zone J. He stated that he represented residents north of the Uxbridge Road roughly living the area between the back of the BBC and Loftus Road Stadium which is the area closest to Westfield Shopping Centre that still offers unrestricted free parking throughout the weekend. He reported that Zone J had multiple factors which adversely affected parking:

Parking during QPR home matches every other Saturday afternoon during the football season and on the odd weekday evening.

Visitors to Shepherds Bush Market and the many retail and food outlets on the Uxbridge Road.

Displaced traffic and parking from two parking zones adjoining Zone J

Changes to Westfield shopping centre's parking and charging policy.

All these factors have contributed to the parking bays being full to capacity. Drivers improvised extra spaces by parking on available yellow lines, which are typically on corners reducing visibility and creating potential hazards. Residents have no parking spaces upon returning home. He acknowledged that the Council was aware of the parking problem in the area and the recent Zone J parking consultation was conducted in good faith. However, there was a groundswell of opinion that the conclusions of the consultation did not represent the views of the local residents.

He noted that the area required a special solution for its particular set of problems. Therefore, he requested the Council to conduct a further consultation targeted at the area of Zone J to the north of the Uxbridge Road and include options that would specifically address matchday parking, general weekend traffic, and free evening and weekend parking for visitors.

The Leader thanked Mr. Lawson for presenting a considered statement and appreciated his constructive approach to the problem. The Deputy Leader reported that he had had a very constructive discussion with the deputees earlier in the day. They had agreed that the consultation exercise was carried out in good faith. Unfortunately, the results were finely balanced. A follow up consultation exercise will take place in February 2010 as part of the follow up procedure along with a review of Zone G.

The deputees accepted the offer of a follow up consultation and requested that residents' views be sought on the options before they are consulted on, as the options in the initial consultation did not address their needs.

In conclusion, Cabinet agreed to listen and talk with residents to find a constructive solution to the problems highlighted. The deputees were thanked for taking their time to present the deputation to Cabinet.

5. **THE GENERAL FUND CAPITAL PROGRAMME, HOUSING REVENUE CAPITAL PROGRAMME AND REVENUE BUDGET 2009/10 MONTH 5 AMENDMENTS**

RESOLVED:

- 1 That the changes to the Capital Programme as set out in Appendix 1 to this report be approved.

- 2 That the revenue virements totalling £4,686,000 as set out in Appendix 2 to this report be approved.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

6. MARKET TESTING VARIABLE DATA PRINTING AND MAILING SERVICES

RESOLVED:

1. That the contract for Variable Data Print and Mailing Services be awarded on behalf of the Council to FDM Ltd, to commence on 2 January 2010 for a period of 3 years, with options to extend for up to a further 2 years.
2. That officers arrange contract mobilisation meetings with the successful tenderer to ensure a smooth implementation.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

7. DOMESTIC VIOLENCE SERVICES CONTRACT : DELEGATED AUTHORITY TO AWARD CONTRACTS

RESOLVED:

That authority be delegated to the Director of Community Services in consultation with the Leader and the Cabinet Member for Crime and Street Scene:

1. To approve the award of contracts for the provision of Domestic Violence services in the borough as set out in the report, at an estimated value over 3 years of £1.2m.
2. With the advice of the Assistant Director (Legal and Democratic Services) and the Head of Valuation and Property Service, to grant a lease between LBHF and the

successful contractor allowing them to occupy, manage and deliver Domestic Violence services from the existing Council building at a confidential address.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

8. UXBRIDGE ROAD/ASKEW ROAD PROPOSED JUNCTION IMPROVEMENT SCHEME

RESOLVED:

1. That approval be given in principle to the Uxbridge Road/Askew Road – proposed Junction Improvement Scheme as outlined in this report (using the Council’s Highways Term contracts) including;
 - a) the implementation of the junction improvement scheme to Uxbridge Road, Askew Road and Old Oak Road which will require an area of private footway to be adopted;
 - b) receiving TfL approvals for the scheme notification for the Strategic Road Network modelling assessment;
2. That the funding proposals and costs outlined in section 3 of the report be noted.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

9. **SUBSTANCE MISUSE TREATMENT SERVICES CONTRACT 2009 TO 2012:
DELEGATED AUTHORITY DECISION**

RESOLVED:

1. That authority is delegated to the Director of Community Services, following consultation with the Cabinet Member for Community and Children's Services, to appoint a contractor to provide Substance Misuse Treatment Services, as set out in the Appendix to this report, from 1 January 2010 to 31 December 2012 with a possibility of two further 12 month extensions.
2. That authority is delegated to the Director of Community Services, following consultation with the Cabinet Member for Community and Children's Services, with the advice of the Assistant Director (Legal and Democratic Services), to grant a lease between LBHF and the successful contractor allowing them to occupy, manage and deliver services from the existing Council building at 61 Munster Road, SW6.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

10. **COBBS HALL GROUND FLOOR OFFICE REFURBISHMENT**

RESOLVED:

1. That approval be given to the acceptance of the lowest valid tender submitted by Sherman & Co (Ealing) Limited in the sum of £460,135 and fees of £69,020, together with a sum of £9,203 (2%) set aside as a risk fund under the project management toolkit, giving a total budget requirement of £538,358.
2. That the expected start date for the contract of 11 January 2010 for a period of 21 working weeks be noted.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

11. HOSTEL DISPOSAL

RESOLVED:

That officers be authorised to dispose through market sale of Stewarts Lodge Hostel comprising 25 units of accommodation, and to retain Broomhouse Road Hostel which has 8 units of accommodation including 1 disabled unit. Disposal to be at the best price reasonably obtainable and otherwise on terms considered appropriate by the Head of Corporate Property Services and the Assistant Director (Legal and Democratic Services).

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

12. FORWARD PLAN OF KEY DECISIONS

The Forward Plan was noted.

13. SUMMARY OF OPEN DECISIONS TAKEN BY THE LEADER AND CABINET MEMBERS, AND REPORTED TO CABINET FOR INFORMATION

The summary was noted.

14. SUMMARY OF URGENT DECISIONS TAKEN BY THE LEADER, REPORTED TO THE CABINET FOR INFORMATION

The summary was noted.

15. EXCLUSION OF PRESS AND PUBLIC

RESOLVED:

That under Section 100A (4) of the Local Government Act 1972, the public and press be excluded from the meeting during consideration of the remaining items of business on the grounds that they contain information relating to the financial or

business affairs of a person (including the authority)] as defined in paragraph 3 of Schedule 12A of the Act, and that the public interest in maintaining the exemption currently outweighs the public interest in disclosing the information.

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

16. **EXEMPT MINUTES OF THE CABINET MEETING HELD ON 9 NOVEMBER 2009**

The minutes were agreed.

17. **PROPOSED PURCHASE OF THE FORMER SPRING GROVE LAUNDRY SITE, PENNARD ROAD AND DISPOSAL OF COUNCIL OWNED LAND AT SULGRAVE GARDENS (E)**

The report was approved.

18. **MARKET TESTING VARIABLE DATA PRINTING AND MAILING SERVICES: EXEMPT ASPECTS (E)**

The report was noted.

19. **COBBS HALL GROUND FLOOR OFFICE REFURBISHMENT: EXEMPT ASPECTS (E)**

The report was noted.

20. **HOSTEL DISPOSAL : EXEMPT ASPECTS (E)**

The report was noted.

Meeting started: 19.00
Meeting ended: 19.30

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Chairman



Cabinet

11 JANUARY 2010

LEADER

Councillor Stephen Greenhalgh

THE GENERAL FUND CAPITAL PROGRAMME AND HOUSING REVENUE CAPITAL PROGRAMME AND REVENUE BUDGET 2009/10 – MONTH 6 AMENDMENTS

**Wards
All**

The purpose of this report is to seek approval for changes to the Capital Programme and the Revenue Budget

CONTRIBUTORS

All Departments

Recommendation:

That approval be given to:

- 1. The changes to the capital programme as set out in Appendix 1 of this report.**
- 2. The revenue virements totalling £165,000 as set out in Appendix 2 of this report.**

**HAS A PEIA BEEN COMPLETED?
YES**

1. SUMMARY

- 1.1 This report sets out proposed amendments to both Capital and Revenue Estimates as at month 6.

2. GENERAL FUND CAPITAL PROGRAMME

- 2.1 Table 1 summarises the proposed amendments to the 2009/10 General Fund capital programme.

Table 1 – Summary of Proposed Amendments to the General Fund Capital Programme.

	£'000 Mainstream	£'000 Scheme Specific	£'000 Overall
Last Reported Budget	14,457	34,584	49,041
Net Additions/(Reductions)	0	(158)	(158)
Expenditure slippage (to)/from future years.	(327)	(1,039)	(1,366)
Updated Budget (Month 6)	14,130	33,387	47,517

- 2.2 The requested changes are listed in Appendix 1 and put forward to Cabinet for approval.

- 2.3 The net reductions of £0.158m are made up as follows:-

Environmental Services (Net Reduction of £0.158m) – Mainly Transport for London grant (£0.250m) for Bridge Strengthening due to reduced programme. A section 106 allocation of £0.142m is made available for works to 90 Bagley's Lane.

- 2.4 **The net slippage of £1.366m is made up as follows :-**

- A slippage to 2010/11 of £0.327m regarding mainstream funded schemes.

Environmental Services (£0.327m) - This is in respect of the budget set aside for works to repair the Thames River Wall.

- Net slippage to 2010/11 and future years of £1.039m regarding specific funded schemes.

Environmental Services (Net Reduction £1.039m) – This mainly relates to 84-108 Uxbridge Road Improvement works £1.039m.

3. HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME

- 3.1 There are no budget adjustments reported in this period.

4 REVENUE BUDGET ADJUSTMENTS.

4.1 Cabinet is required to approve all budget virements that exceed £100,000. At month 6, approval is requested for a virement totalling £165,000. The virement request is set out in Appendix 2 and summarised below:

Transfer of Budgets between Departments

- Realignment of prior year efficiency target for transport – transfer from Community Services to Children’s Services.

The above transfer is moving resources from one budgetary head to another without changing the purpose for which the budgetary allocations were made.

4.2 Virements below £50,000 are subject to approval by the Director of Finance whilst virements from £50,000 to £100,000 require a Cabinet Member decision.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Brief Description of Background Papers	Name/Ext. of holder of file/copy	Department
1.	Revenue Monitoring Documents	James Arthur Ext. 2562	Corporate Finance Room 6 , Town Hall
2.	Capital Monitoring Documents	Isaac Egberedu Ext. 2503	Corporate Finance Room 6, Town Hall

GENERAL FUND CAPITAL MONITORING 2009/10: BUDGET TRANSFERS Appendix 1

Ref	Schemes	Last Reported Budget	Additions / Deductions	Reprofiling from future years	Transfer	2009/10 Revised Budget at Month 6
		£000's	£000's	£000's	£000's	£000's
Children's Services Budget Adjustments						
CHS1	Barclay House	21			100	121
CHS2	Childrens Services Accomodation Strategy	400			(100)	300
Total		421	0	0	0	421

Community Services Budget Adjustments						
CSD1	17 Rivercourt Road	16	0	0	2	18
CSD2	229 King Street	0	0	0	4	4
CSD3	Other Hostel Provisions	238	0	0	(4)	234
CSD4	Minor Works Retentions	12	0	0	1	13
CSD5	Mental Health SCE	122	0	0	(92)	30
CSD6	Fire Alarms	0	0	0	54	54
CSD7	Improvement of Security	0	0	0	5	5
CSD8	Air Conditioning	0	0	0	20	20
CSD9	Contingencies	0	0	0	3	3
CSD10	Tamworth Refurbishment	0	0	0	7	7
Total		388	0	0	0	388

Environment Services Budget Adjustments						
ENV1	Walking (TFL)	249			(12)	237
ENV2	Cycling (local)	118			12	130
ENV3	Bridge strengthening	468	(250)			218
ENV4	Waste & Recycling Efficiency (other)	152			(145)	7
ENV5	Repairs to Thames River Wall (Mainstream)	427		(327)		100
ENV6	54-108 Uxbridge Road - Improvement	1,059		(1,039)		20
ENV7	White City Highways CPZ	393	(50)			343
ENV8	90 Bagleys Lane s106	4	142			146
Total		2,870	(158)	(1,366)	(145)	1,201

Residents Services Budget Adjustments						
RSD2	Hammersmith Park	69	0	0	(60)	9
RSD3	Cathnor Park	30	0	0	(30)	0
RSD4	William Parnell Park	44	0	0	(44)	0
	Normand Park	0	0	0	40	40
RSD8	Brook Green	85	0	0	65	150
RSD9	Magravine Cemtery	43	0	0	(5)	38
RSD13	Ravenscourt Park	52	0	0	26	78
RSD14	Park Signage	112	0	0	5	117
	Hurlingham Park	0	0	0	31	31
RSD16	Hammersmith & Fulham Parks	375	0	0	(28)	347
	Waste and Recycling Efficiency	0	0	0	145	145
Total		810	0	0	145	955

Grand Total		4,489	(158)	(1,366)	0	2,965
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VIREMENT REQUEST FORM

BUDGET REVENUE MONITORING REPORT – PERIOD 6

Details of Virement	Amount (£000)	Department
Transfer to Children’s Services: Realignment of prior year efficiency target for transport between Children’s and Community Services	165	Children’s Services
Transfer from Community Services: Being realignment of prior year efficiency target for transport between Children’s and Community Services	(165)	Community Services
TOTAL of Requested Virements (Debits)	165	

Agenda Item 5



London Borough of Hammersmith & Fulham

Cabinet

11 JANUARY 2010

LEADER
Councillor Stephen Greenhalgh

COUNCIL TAX BASE AND COLLECTION RATE 2010/2011 **Wards**

All

This report contains an estimate of the Council Tax collection rate and calculates the Council Tax base for 2010/11.

The Council Tax base will be used in the calculation of the Band D Council Tax undertaken in the Revenue Budget Report for 2010/11.

CONTRIBUTORS

DFCS
ADLDS

Recommendation:

That Cabinet makes the following recommendations to Council for the 2010-2011 financial year:

- (i) **That the estimated numbers of properties for each Valuation Band as set out in this report be approved.**
- (ii) **That an estimated Collection rate of 97.5% be approved.**
- (iii) **That the Council Tax Base of 79,052 Band "D" equivalent properties be approved.**

<p>HAS A PEIA BEEN COMPLETED? YES</p>

1. BACKGROUND

- 1.1 Under Section 33(1) of the Local Government Finance Act 1992 and the Local Authorities (Calculations of Council Tax Base) Regulations 1992, the Council (as billing authority) is required to calculate its Council Tax Base. This comprises both the estimated numbers of properties within each Valuation band plus the Council's estimate of its collection rate for the coming financial year.
- 1.2 For the current financial year the Council approved a Council tax base of 80,795 Band D equivalent dwellings, and an estimated Collection Rate of 98.0%, which resulted in a tax base of 79,179.
- 1.3 Under Section 11A of the Local Government Finance Act 1992 and the Council Tax (Prescribed Classes of Dwellings) (England) Regulations 2003 the Council has reduced discounts for Second Homes and Long Term Empty properties.
- 1.4 For 2005/06 and subsequent years until revoked, the Council approved discount reductions on Second Homes from 50% to 10% and on Long Term Empty properties from 50% to 0%.

2. PURPOSE

- 2.1 The purpose of the report is for the Cabinet to make recommendations to Council on the estimated Collection Rate and Council Tax Base for 2010/11.

3. DISCOUNTS

3.1 Second Homes

- 3.1.1 There are some 2,109 second homes in the borough. The reduction in discount from 50% to 10%, will add an additional 993 Band "D" equivalents to the taxbase for 2010/11.
- 3.1.2 Based upon 2009/10 Council Tax levels, this reduction in the discount will generate income to the Council of £0.83m. Such additional income will directly benefit the Council and is allowed for within our Medium Term Financial Strategy. Our preceptor, the GLA, will also benefit from the reduction in the discount.

3.2 Long Term Empty Properties

- 3.2.1 There are some 818 long-term empty properties and these have been reflected in the CTB1 return, which the Council provided to the DCLG on 16 October 2009. The net impact of the reduction in the discount on long term empty properties from 50% to nil, is to add an additional 460

Band D equivalents to the taxbase.

3.2.2 Based upon 2009/10 Council Tax levels this will generate additional income of £0.39m. Unlike the income generated from the reduction in the second homes discount, the Government considers that such additional Council Tax income should not directly benefit the Council. Accordingly, it is taken account of within the Formula (RSG) Grant process. The Government suggests that any decision regarding the long term empty property discount rate should be made for housing, rather than financial, reasons.

4. VALUATION BAND PROPERTIES

4.1 The latest information on the number of properties within each valuation band is contained within a return (CTB1), which the Council provided to the DCLG on 16 October 2009.

4.2 This return reflected the actual number of properties shown in the Valuation List as at 14 September 2009 and the Council's records as at 5 October 2009.

4.3 A detailed analysis of the properties in each valuation band can be summarised as follows. There are a total of 81,140 dwellings on the list with some 32,429 properties estimated to receive a sole occupier discount. The total Band "D" equivalent is approximately 80,525 properties.

Band	Band Size	Total Dwellings	Total after Discounts, Exemptions and Disabled Relief	Ratio	Band "D" Equivalents
	Band A disabled relief	0	0.00	5/9	0.0
A	Values not exceeding £40,000	3,136	2,509.00	6/9	1,672.7
B	Values exceeding £40,000 but not exceeding £52,000	5,473	4,366.00	7/9	3,395.8
C	Values exceeding £52,000 but not exceeding £68,000	13,784	10,985.75	8/9	9,765.1
D	Values exceeding £68,000 but not exceeding £88,000	23,059	19,462.00	9/9	19,462.0
E	Values exceeding £88,000 but not exceeding £120,000	14,385	12,550.50	11/9	15,339.5

Band	Band Size	Total Dwellings	Total after Discounts, Exemptions and Disabled Relief	Ratio	Band "D" Equivalents
F	Values exceeding £120,000 but not exceeding £160,000	8,834	7,853.50	13/9	11,343.9
G	Values exceeding £160,000 but not exceeding £320,000	10,485	9,525.25	15/9	15,875.4
H	Values exceeding £320,000	1,984	1,835.50	18/9	3671.0
		81,140	69088		80,525.4

5. ADJUSTMENTS TO THE VALUATION LIST

5.1 The above table shows the valuation band position at 14 September 2009 but the Council is also required to take into account likely changes during the financial year 2010-2011. The following potential adjustments need to be considered:

(i) New Properties

There are likely to be a number of new properties, conversions etc. added to the valuation list at some point during the year. There are approximately 590 units currently under construction on various sites in the borough that will be added to the tax base sometime during 2010/11. It is estimated after allowing for different completion dates that this will equate to an additional 361 Band 'D' equivalents.

(ii) Banding Appeals

There have been over 9,000 appeals lodged with the valuation office in respect of initial Council Tax bandings. There are now only a small number unsettled so it is not proposed to make any adjustments for these.

(iii) Second Homes

The effect of reducing the discount for second homes from 50% to 10% from 1 April 2010, would add a further 993 Band "D" equivalents as outlined in section 3.1.

(iv) Student Exemptions

Dwellings wholly occupied by students are exempt from Council Tax. The projected Council Tax base needs to be adjusted to allow for students that have yet to prove their exemption for the new academic year. It is estimated that an adjustment of 800 Band "D" equivalents is required.

5.2 The Council is required to set its Tax Base on the total of the relevant amounts for the year for each of the valuation bands shown or is likely to be shown for any day in the year in the authority's valuation list.

5.3 Taking into account the latest information from the CTB1 return to the DCLG and the proposed adjustments, the Cabinet is requested to approve the estimated numbers of properties for each valuation band as set out in the following table:

5.4

Band	Band "D" Equivalent	Adjustments for New Properties	Adjustments for second homes discount	Adjustments for student exemptions	Revised Band "D" Equivalents
A	1,672.7	0	22	-20	1,675
B	3,395.8	18	31	-15	3,430
C	9,765.1	35	102	-103	9,799
D	19,462.0	169	249	-263	19,617
E	15,339.5	38	210	-187	15,400
F	11,343.9	9	139	-134	11,358
G	15,875.4	70	186	-72	16,059
H	3,671.0	22	54	-6	3,741
	80,525.4	361	993	-800	81,079

6. COLLECTION RATE

6.1 The Council is also required to estimate its Collection Rate for 2010/11 at the same time as arriving at the estimated number of properties within the Tax Base. In arriving at a percentage Collection Rate for 2010/11, the Council should take into account the likely sum to be collected, previous collection experience and any other relevant factors.

6.2 The actual sum to be collected from local Council Tax payers cannot be finally determined until, the preceptors' requirements are known and the Council has approved its budget. The Council therefore has to make an estimate of the sums to be collected locally, making estimated allowance for sums from Council Tax Benefits and write-offs/non-collection.

6.3 The actual collection rate for 2009/10 achieved to mid November 2009 is 68.7% comprising cash collection of £52.1m and Council Tax benefit of £17.0m. It is estimated that a further £20.4m (26.9%) will need to be collected by 31 March 2010 and £1.8m (2.4%) thereafter.

- 6.4 Collection performance has been calculated in order to comply with Best Value performance indicator calculations. The collection rate was increased from 97.5% to 98.0% for 2008/09, due to improved collection performance, and continued for 2009/10. However the latest calculations indicate that this level of collection can not be continued for 2010/11, due to the effects of the recession. Collection rates are 0.5% lower compared with 2007/08 and it is suggested that the collection rate for 2010/11 be reduced back to 97.5%.

7. THE TAX BASE

- 7.1 Under Section 33(1) of the Local Government Finance Act 1992 and the Regulations, the Council's tax base is calculated by multiplying the estimated number of Band "D" equivalents by the estimated collection rate.
- 7.2 Based on the number of Band "D" equivalents in the table in paragraph 5.4 above and the estimated collection rate in paragraph 6.4 above, the calculation is as follows:-

(Band D equivalents) x (Collection Rate) = (Tax Base)			
81,079	x	97.5%	= 79,052

8. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 8.1 The tax base is set by 31 January each year, as outlined in the Local Government Finance Act 1992. It is used within the overall Council Tax and budget setting process, due to be reported to Budget Council on 24 February 2010.
- 8.2 The proposed Council Taxbase for 2010/11 of 79,052 is 147 band D equivalents lower than the 79,179 agreed for 2009/10. This will result in a net reduction in forecast 2010/11 Council Tax income, for the Council, of £0.119m. The reduction is due to a lower assumed collection rate and reflects the impact of the recession on collection performance.

9. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL & DEMOCRATIC SERVICES)

- 9.1 The Council is under a statutory duty to set the Council Tax for the forthcoming financial year and to make a budget. This report forms part of that process. The Council is obliged, when making its budget, to act reasonably and in accordance with its statutory duties, the rules of public law and its general duty to Council Tax payers.

- 9.2 The basic amount of Council Tax must be calculated in accordance with Section 31(1) of the Local Government Finance Act 1992 and the Local Authorities (Calculation of Council Tax Base) Regulations 1992.
- 9.3 The Council Tax base has been calculated in accordance with the Act and the Regulations. Reducing the estimated collection rate to 97.5% is a reasonable and realistic estimate.
- 9.4 Regulations under the Local Government Act 2003 allow the Council to reduce Council Tax discount for dwellings that are not the sole or main residence of an individual and which are furnished (second homes) to a minimum of 10%. The regulations also allow the Council to reduce Council Tax discount for dwellings that are unoccupied and substantially unfurnished for more than six months (long term empty properties) to zero.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext. of Holder of File/Copy	Department/ Location
1.	Local Government Finance Act 1992	A. Lord Ext. 2531	6 th Floor Town Hall Extension
2.	DCLG Return CTB1 (October 2009)	S. Barrett Ext. 1053	2 nd Floor Town Hall Extension
3.	Taxbase Adjustment Calculations	S. Barrett Ext. 1053	2 nd Floor Town Hall Extension
4.	Collection Rate Statistics	S. Barrett Ext. 1053	2 nd Floor Town Hall Extension



London Borough of Hammersmith & Fulham

Cabinet

11 JANUARY 2010

LEADER

*Councillor Stephen
Geenhalgh*

**LONDON COUNCILS (LC) GRANTS SCHEME
2010/11**

**Wards
All**

This report gives the background to the LC London Boroughs Grant Scheme and seeks agreement to London Borough of Hammersmith & Fulham's continuing contribution to it.

CONTRIBUTORS

CSD
FD
ADLDS
DFCS

Recommendation:

That the London Borough of Hammersmith & Fulham formally approves the overall London Boroughs Grant Scheme standstill budget of £28,400,000 and this Authority's contribution of £595,032.

<p>HAS A PEIA BEEN COMPLETED? YES*</p>

** UNDERTAKEN BY LONDON COUNCILS*

1. BACKGROUND

- 1.1 All London boroughs are currently required via a Section 101 agreement made between the boroughs and London Councils (LC) (formerly the Association of London Government (ALG)) to contribute to the budget of the London Boroughs Grants Scheme. The Scheme is run by the LC Grants Committee, and seeks to fund London-wide voluntary organisations and those which operate in more than two boroughs.
- 1.2 Each London borough has a representative on the Grants Committee. The London Borough of Hammersmith & Fulham representation was previously undertaken by the Cabinet Member for Community & Children's Services, but is currently undertaken by Cllr Adronie Alford.
- 1.3 Calculation of borough contributions is on a "per head of population" basis, as required by the governing statute (LGA 1985, S48). London Councils is required to use the population figures as determined by the Secretary of State, which in effect means the latest mid-year estimates of population (2006). The calculation is then relatively straightforward, with the Hammersmith & Fulham population representing 2.26% of the whole of London, so therefore the LBHF contribution is 2.26% of the figure required from the boroughs for 2009/10.

2. PROPOSED EXPENDITURE FOR 2010-11

- 2.1 The LC Leader's Committee agreed a LBGS budget, with an overall level of expenditure of £30,116,000 comprising: grants - £28,400,000 and administrative expenditure - £1,716,000.
- 2.2 Income for the scheme would comprise: European Social Fund grant: £2,070,000, Interest and balances: £1,716,000 and borough contributions: £26,330,000.
- 2.3 The overall level of borough contributions to the Scheme that is recommended for 2010/11 is the same as for 2009/10.
- 2.4 Constituent Councils are required to contribute to any London Boroughs Grants Scheme expenditure, which has been incurred with the approval of at least two-thirds of the constituent Councils.
- 2.5 This Council's contribution has been calculated as £595,032, a slight reduction from the 09-10 contribution of £601,150 (see appendix 1).
- 2.6 The Corporation of London continues to act as the lead borough.

3. BENEFITS TO HAMMERSMITH & FULHAM FROM THE LONDON COUNCILS GRANT

- 3.1 London Councils undertook a commissioning process for the services from the voluntary sector which they fund across London, with final commissioned services online since December 2008.
- 3.2 The commissioned services deliver a London Councils targeted pattern of service, based on established need which LC Leaders' Committee agreed in June 2007. On the whole, boroughs in outer London will get increased benefit, offset by a reduction in benefit in inner London. The most significant change is that London Councils have used need figures, which reflect the distribution in need across the whole of London rather than just those boroughs where need is most concentrated (those regarded as "the most deprived").
- 3.3 As anticipated, Hammersmith & Fulham receives a decrease in the targeted benefit from the London Councils Grant, in terms of funding allocated to LBHF based organisations; however the overall investment in services of benefit to LBHF residents far exceeds the level of contribution from the Council.
- 3.4 The scheme agreed grants totalling £557,467 to 6 Hammersmith & Fulham-based organisations in 2010/11, with services provided predominantly serving local people. Those organisations are:

LBHF based organisation	Total LC grant 10-11
St Mungo Community Housing Association	£206,734
The London Centre for Personal Safety	£53,597
Women and Girls Network	£236,132
Active Planet	£15,249
Connections Communications Centre Ltd	£30,952
Confidential and Local Mediation	£14,803
total	£557,467

- 3.5 In addition, a further £443,967.83 is invested in services to be delivered to Hammersmith & Fulham residents by organisations based in other boroughs across London. This brings the total investment which benefits Hammersmith & Fulham to £1,001,435.

4. MONITORING AND EVALUATION – STRATEGIC MONITORING ZONES

- 4.1 London Councils support the monitoring and evaluation of LBGS funded provision, through 10 London Councils Strategic Monitoring Zones covering the Capital. LBHF is grouped with RBKC, LB Brent, LB Camden, LB Islington and City of Westminster (see appendix 2).
- 4.2 The purpose of the Strategic Monitoring Zones is to:

- Help monitor London Councils' Commissioning funding at a sub-regional level, by reviewing actual levels of benefit accruing locally within a Zone – targeted towards those areas where delivery is c.20% tolerance bands set by Leaders' Committee. This will be kept under revision with lower tolerance bands introduced for services where felt appropriate (possibly 5-10%);
- Ensure that services funded on a London-wide or sub-regional basis become properly engaged with those who require access to those services at a local level;
- Establish where there are barriers, gaps and overlaps to effective delivery and addressing these where possible through information exchanges by steering group members to improve decision making;
- Identify strategic outcomes of services and ensure that these are reflected in local planning;
- Enable the voluntary and community sector, and other major stakeholders, to reflect and respond to the cultural, social, environmental and economic needs of London and secure resources to enable these to be addressed.

4.3 The benefits of this approach are:

- The development of local strategies will be informed by linking in with London Councils' commissioned services which are intended to complement, not replace, local services;
- The arrangements will be a vehicle for identifying good practice and models of service delivery;
- The process will serve as an 'early warning system' for organisations which are not delivering as expected so that issues around service provision can be solved early, rather than at a later stage;
- In addition to London Councils' monitoring of networking and engagement of organisations with other partners, SMZs will be able to identify appropriate networking opportunities within their boroughs thus ensuring that organisations, particularly those which are based externally, have the best insight into how best to deliver their services appropriately regardless of geographical location. Networks should be strengthened by increasing their relevance.
- Local authority measurements of engagement with the third sector.
- Join up borough funding with London Councils funding.
- The process can help, for example, advocacy and voice groups influence how local authorities are working locally.

- 4.4 Each borough represented at the SMZ meeting has the following core membership:
- The London Councils Grants Committee Member
 - Local funding/grants services (LBHF Community Liaison)
 - Local CVS (Community and Voluntary Sector Association (CAVSA)).
- 4.5 In addition, a lead officer from London Councils for the SMZ is a member of the Steering Group. Also, the SMZ may decide to expand their membership beyond the above, and/or invite colleagues to meetings if they consider their input would be valuable.
- 4.6 London Councils are producing a Directory of London Councils commissioned organisations delivering services for each borough within a Zone. This will be available electronically and an abridged version is also available in hard copy. This information will be linked with LBHF information sources, e.g. H&F Advice and H&F Direct.
- 4.7 London Councils will also compile data on actual service delivery, from all commissioned groups working in the SMZ, for each service specification, and include information where delivery of service has varied near to or outside the 20% tolerance levels from expected delivery for borough benefit.

5. LBGS PRIORITIES 2011-2015 CONSULTATION

- 5.1 London's borough leaders have agreed an overall vision for London Councils' commissioning programme over the coming years that can be expressed as: *"Londoners enabled to live better and healthier lives, enjoying economic, housing, educational and cultural opportunities in a safer and more sustainable environment; through improved services delivered by the voluntary sector working in partnership with London's local authorities."*
- 5.2 To help deliver this vision, London Councils is in the process of setting out what the priorities for the 2011-15 funding programme should be and are consulting on:
- The challenges in London that the funding should tackle;
 - Whether the services funded currently are the right ones and if not how they should be updated;
 - The differences the funding makes to local people, the voluntary sector and other organisations working to support Londoners like the Health Service and the Police;
 - How the funding can help local people and organisations get through the recession.
- 5.3 The consultation runs until the end of January 2010 and is being undertaken within the context of prospective cuts in public sector expenditure at the same

time as the effects of the current recession have brought increased need for service.

- 5.4 Consultation is focussed on six challenges reflected in “The London Narrative”, which draws together the key priorities of all London Boroughs as set out in their Local Area Agreements:

Challenge 1:	Helping Londoners live longer, healthier, more independent lives
Challenge 2:	Reducing the impact of crime – including violence against women and children, supporting preventative approaches, and helping victims to rebuild their lives
Challenge 3:	Creating an environmentally sustainable London
Challenge 4:	Increasing prosperity and helping the poorest Londoners lift their lives out of poverty
Challenge 5:	Ensuring everyone especially young people achieve their full potential
Challenge 6:	Promoting stronger more empowered and cohesive communities; and increasing levels of participation in London’s public life and cultural activities

- 5.5 Community Liaison will circulate the consultation to key Members and officers, and draw together a corporate response during January 2010.

6. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 6.1 The London Borough of Hammersmith & Fulham contribution of £595,032, will be met from within the existing LBGS budget of £637,200.
- 6.2. The LBGS budget of £637,200 for 2010/11 is net of a £40,000 efficiency saving made as part of the Council’s Medium Term Financial Strategy.

7. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

- 7.1 The Council is bound by a legal agreement entered into by the constituent Councils of the LC which governs the LC’s activities including the London Borough’s Grant’s Scheme. The Grants Budget must be approved by at least two-thirds of the member authorities.

LOCAL GOVERNMENT ACT 2000.
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext. of Holder of File/Copy	Department/ Location
1.	LC Leader’s Committee papers	Sue Spiller Ext. 2483	Community Services Dept. 77 Glenthorne Road

LBSGS 10-11 Appendix 1

Borough Subscriptions 2010/11

ONS Mid-2007 Estimate of Population ('000)		2009/10 Borough Contribution (£)		ONS Mid-2008 Estimate of Population ('000)		2010/11 Borough Contribution (£)		Difference (£)
	%				%			
Inner London								
231.9	3.07%	808,154	Camden	235.7	3.09%	814,455	6,301	
8.0	0.11%	27,879	City of London	7.9	0.10%	27,298	-581	
223.1	2.95%	777,487	Greenwich	222.9	2.93%	770,225	-7,262	
209.7	2.78%	730,789	Hackney	212.2	2.78%	733,251	2,462	
172.5	2.28%	601,150	Hammersmith and Fulham	172.2	2.26%	595,032	-6,117	
187.8	2.49%	654,469	Islington	190.9	2.51%	659,649	5,181	
178.6	2.36%	622,408	Kensington and Chelsea	180.3	2.37%	623,021	614	
273.2	3.62%	952,081	Lambeth	274.5	3.60%	948,527	-3,555	
258.5	3.42%	900,853	Lewisham	261.6	3.43%	903,951	3,098	
274.4	3.63%	956,263	Southwark	278.0	3.65%	960,621	4,358	
215.3	2.85%	750,304	Tower Hamlets	220.5	2.89%	761,931	11,627	
281.8	3.73%	982,052	Wandsworth	284.0	3.73%	981,354	-698	
234.1	3.10%	815,821	Westminster	236.0	3.10%	815,491	-330	
2,748.9	36.38%	9,579,709		2,776.7	36.44%	9,594,807	15,098	
Outer London								
165.7	2.19%	577,452	Barking and Dagenham	168.9	2.22%	583,629	6,177	
329.7	4.36%	1,148,980	Barnet	331.5	4.35%	1,145,489	-3,491	
222.1	2.94%	774,002	Bexley	223.3	2.93%	771,607	-2,395	
270.0	3.57%	940,930	Brent	270.6	3.55%	935,051	-5,879	
300.7	3.98%	1,047,917	Bromley	302.6	3.97%	1,045,626	-2,291	
339.5	4.49%	1,183,132	Croydon	341.8	4.49%	1,181,080	-2,052	
305.3	4.04%	1,063,948	Ealing	309.0	4.06%	1,067,741	3,793	
285.1	3.77%	993,552	Enfield	287.6	3.77%	993,794	242	
224.7	2.97%	783,063	Haringey	226.2	2.97%	781,628	-1,435	
214.6	2.84%	747,865	Harrow	216.2	2.84%	747,073	-792	
228.4	3.02%	795,957	Havering	230.1	3.02%	795,104	-853	
250.7	3.32%	873,671	Hillingdon	253.2	3.32%	874,925	1,255	
220.6	2.92%	768,774	Hounslow	222.6	2.92%	769,188	414	
157.9	2.09%	550,270	Kingston upon Thames	160.1	2.10%	553,221	2,951	
199.3	2.64%	694,545	Merton	201.4	2.64%	695,932	1,386	
249.6	3.30%	869,837	Newham	249.5	3.27%	862,140	-7,697	
254.4	3.37%	886,565	Redbridge	257.6	3.38%	890,129	3,565	
180.0	2.38%	627,286	Richmond upon Thames	180.1	2.36%	622,330	-4,956	
185.9	2.46%	647,847	Sutton	187.6	2.46%	648,246	399	
222.3	2.94%	774,699	Waltham Forest	223.2	2.93%	771,261	-3,438	
4,806.5	63.62%	16,750,291		4,843.1	63.56%	16,735,193	-15,098	
7,555.4	100.00%	26,330,000	Totals	7,619.8	100.00%	26,330,000	0	

LBGS 10-11 Appendix 2

STRATEGIC MONITORING ZONES: Briefing for new members

Background

1. Between March 2005 and March 2006, a pilot project was undertaken by London Councils, in the boroughs of Barking & Dagenham, Havering, Newham and Redbridge with the following objectives:
 - To examine the accuracy of user data provided by organisations funded by London Councils;
 - To help ensure that the most reliable methods of data collection are being used;
 - To ensure that services funded on a London-wide or sub-regional basis become properly engaged with those who require those services at a local level;
 - To identify service outcomes and ensure these are reflected in local planning.
2. The project had a steering group comprising London Councils Grants Committee Members, borough grants officers, London Councils officers and the directors of the 4 borough CVSs. The Project reported its findings to the Grants Executive in March 2006. One of the key recommendations was that the Pilot Project should be rolled out across London.

Strategic Regional Monitoring Zones

3. It was agreed that the Project should be rolled out in tandem with the new funding arrangements and would form one part of a two-part grants monitoring arrangement. London Councils Grants Officers continue to monitor funded organisations against outputs and outcomes and to verify user data.
4. London boroughs have been divided up into 10 Strategic Regional Monitoring Zones (SMZs) – see Appendix One. The steering group of each Zone will examine the wider picture of benefit of funded services in its constituent boroughs and has the same membership and broad objectives as the Benefit Pilot Project ie Grants Committee Members, London Councils officers, borough grants officers and directors of CVSs. The meetings will take place at least twice a year normally around January and July (to reflect on the monitoring position for the previous 6 months) and will be hosted on a rotational basis by boroughs within each zone. The principle activity of the SMZs will be the consideration of collated returns from the commissioned groups compared against the expected delivery patterns from original service specifications.
5. The introductory meetings of the SMZs took place February 2008 with the next round of meetings taking place in September 2008, with the expectation of moving to January and July from 2009.
6. The following is a collated summary of the discussions of the first meetings of SMZs and action that has and will be taken by London Councils in response to issues raised which will help their long-term effectiveness.

Information Needs

7. SMZs will require information on London Council's funded organisations set out in such a way that it will assist membership of the groups to easily identify specifically what outcomes and benefits both individual boroughs and Zones can expect from

grants made and to be able to ascertain whether actual service delivery is matching what was originally anticipated. To provide a context, it will also be important for SMZs to have baseline information on grants made across all Zones.

Action 1: London Councils officers are currently preparing a directory of all organisations funded through the commissioning process. It will be

- divided up between the 12 themes eg Children & Young People, Legal & Advice etc and
- further subdivided into service areas.
- Collective outcomes for each service area will be listed as will
- the organisations funded to deliver those outcomes.

Further information on each organisation will be given such as

- borough base
- area of operation
- contact details
- grant approved

Crucially, the directory will state in each case the anticipated level and geographical spread of services for each organisation. This directory will be a primary reference tool for SMZs when scrutinising whether actual service delivery and achievement of outcomes has been delivered.

The Directory was originally expected to be made available in hard copy and electronically by the beginning of September 2008. Due to the postponement of the July 2008 Grants Committee, there were some commissioning decisions outstanding. It will now be made available in January 2009 when all resources have been allocated.

Action 2: In addition to the directory, London Councils officers will prepare a report for each SMZ in advance of their meetings. The structure will be similar to that of the directory but will specifically deal with organisations funded to deliver services within the boundaries of the Zone. The latest statistical returns in relation to actual service delivery will be given and members of the SMZ will be able to easily determine performance of organisations providing services within their boroughs.

By September 2008, there will be only those organisations who received a funding approval in either April or July 2007 who will have been in a position to provide actual service delivery statistics, and that is only for the 8 months up until the end of May 2008. However, officers have prepared reports for each SMZ using these statistics. This will give an opportunity for SMZs to comment upon their structure, contents and usefulness. LC officers can then make any amendments necessary to the presentation of the reports in time for the January/February 2009 SMZs where significantly more commissioned activity will be reported upon.

Process and Expectations

8. SMZs were, understandably, anxious that their role would not be a substitute for robust monitoring of organisations by London Councils Grants Officers. Clarification of how monitoring by officers and the scrutiny provided by SMZs would interface was also required. A clearer understanding of the expectations on groups to ensure effective networking both locally and on a strategic basis was raised.

Action 1: It has always been the clear intention of London Councils to continue to individually monitor each and every grant made in accordance with standardised monitoring procedures. These include ensuring that funded organisations are proactively engaged in networking and information sharing both across their geographical areas of service delivery and with other key agencies in London. Officers will provide SMZs with information on monitoring arrangements and requirements in order to clarify the respective roles of grants officers and SMZs in our monitoring processes.

9. Some concerns were expressed that data relating to service delivery might be hard to interpret, or indeed, easy to misinterpret, for example where a London-wide agency was providing a small percentage of its services in an individual borough.

Action 2: As in most cases, it is often difficult to entirely anticipate precisely what information needs will be and how they should be presented when new systems of scrutiny are introduced. London Councils have given careful consideration as to how best to present service delivery data to SMZs which will enable them to achieve their objectives. Nevertheless, should problems arise, officers will respond as required and develop its information delivery to maximise the effectiveness and satisfaction with the new scrutiny arrangements.

The 'dry run' of limited statistical returns in September 2008 will provide an excellent opportunity for members of each SMZ to give early feedback of the structure, content and usefulness of reporting.

Other Concerns

10. One particular area of concern was the perceived role of 'policing' the sector by SMZs, especially given that the membership includes representatives of local CVSs. It was stressed by officers that the SMZ arrangements should be viewed primarily as a means by which barriers to service delivery can be addressed.

Benefits

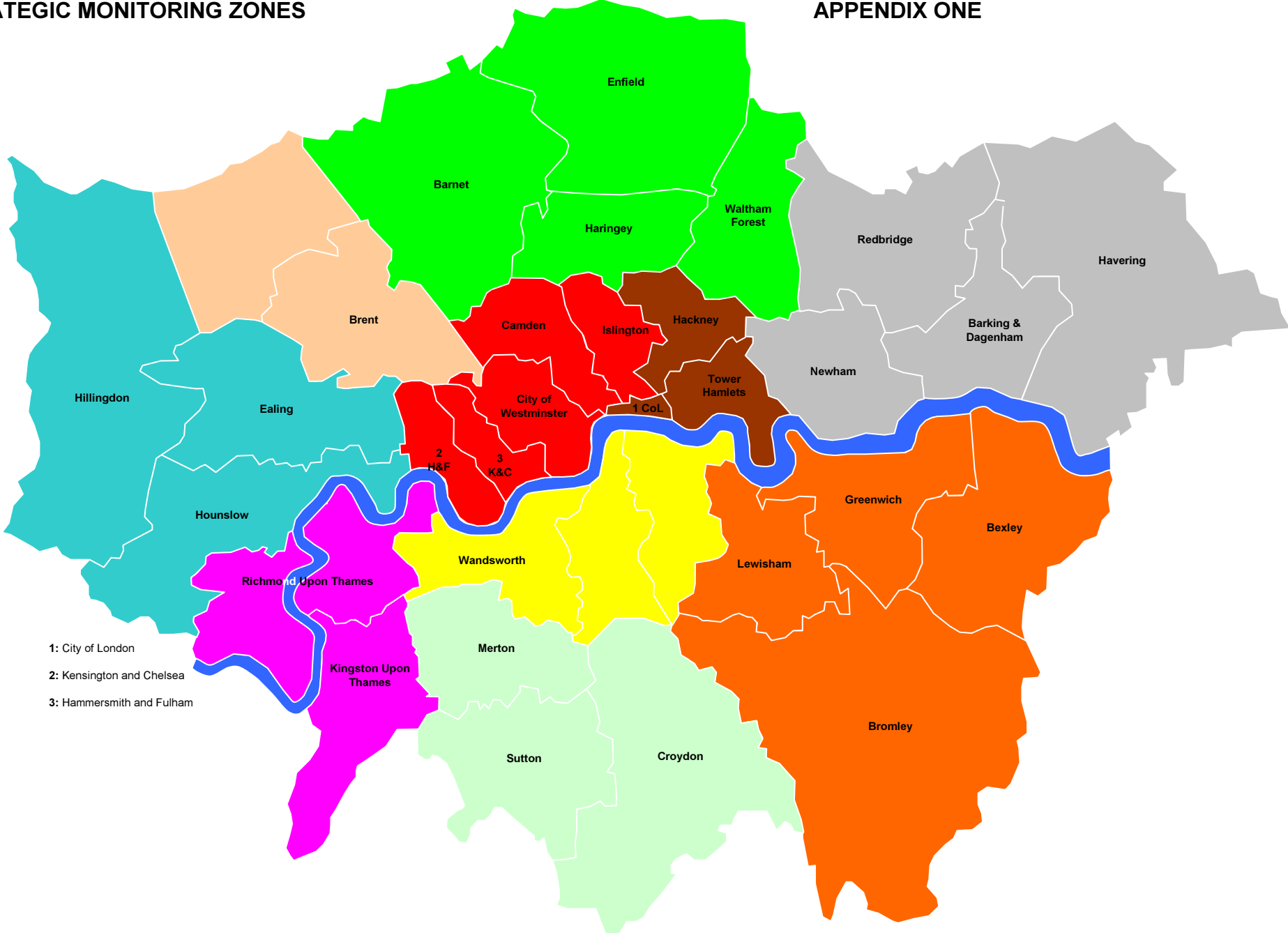
11. The first round of SMZ meetings has clearly demonstrated that, whilst there are concerns about their remit, role and operation, their introduction has been broadly welcomed and, for the first time, individual boroughs should have a clear idea as to exactly what the benefits of London Councils grants have brought to their residents.
12. A number of additional and important potential benefits of the new scrutiny arrangements were noted and these included:
- The development of local strategies will be informed by linking in with London Councils commissioned services which are intended to complement, not replace, local services;
 - The arrangements will be a vehicle for identifying good practice and models of service delivery. It will be important to consider how best this information can be shared both to other SMZs and a wider audience;
 - The process will serve as an 'early warning system' for organisations who are not delivering as expected so that issues around service provision can be solved early, rather than at a later stage;

- In addition to London Councils monitoring of networking and engagement of organisations with other partners, SMZs will be able to identify appropriate networking opportunities within their boroughs thus ensuring that organisations, particularly those who are based externally, have the best insight into how best to deliver their services appropriately regardless of geographical location. Networks should be strengthened by increasing their relevance.

13. A potential link between the work of London Funders and SMZs has already been identified with a number of funders already having expressed an interest in being informed of how they develop and access to the new directory of London Councils funded services (City Parochial, City Bridge Trust and Lottery bodies in particular). This can only enhance London Councils increasing reputation for innovation in the field of funding the voluntary sector.

STRATEGIC MONITORING ZONES

APPENDIX ONE



- 1: City of London
- 2: Kensington and Chelsea
- 3: Hammersmith and Fulham

London Borough of Hammersmith & Fulham



Cabinet

11 JANUARY 2010

LEADER

Councillor Stephen Greenhalgh

**COMMUNITY EQUIPMENT SERVICE –
APPOINTMENT OF FRAMEWORK
PROVIDER.**

**Wards
All**

**CABINET MEMBER
FOR CHILDREN’S
SERVICES**

Councillor Sarah Gore

This report outlines the outcome of the tender for a framework provider for Community Equipment services across 9 London Boroughs.

CONTRIBUTORS

DFCS
ADLDS

Recommendation:

**HAS A PEIA BEEN
COMPLETED?
YES**

That approval be given to enter into a service contract with Medequip Assistive Technology Ltd (Medequip) for a period of 5 years (with the option to extend for a further 2 years) as the appointed framework provider for the provision of community equipment across 9 London boroughs, under a framework agreement procured by the Royal Borough of Kensington and Chelsea as lead authority, at a notional annual value estimated at £755K.

1. INTRODUCTION

- 1.1 This report seeks approval to enter into a service contract with Medequip Assistive Technology Limited (Medequip) as the appointed framework provider for Community Equipment Services. The Royal Borough of Kensington and Chelsea (RBKC) acted as lead authority for a number of London Boroughs and sought approval from their Cabinet to establish the framework agreement.

2. BACKGROUND

- 2.1 Local authorities are required by law to assess any ordinary resident who presents him/herself in need of social care. Based upon a needs assessment, fair access criteria and the financial position of the individual resident, local authorities are required to offer a range of services, one of which is the provision of Community Equipment Services so as to enable residents to remain living at home. Due to legislation, this service is not subject to means testing as it is part of the Government's health prevention agenda.
- 2.2 Similarly Primary and Acute Health Trusts need to provide equipment to meet the health needs of residents being cared for at home.
- 2.3. In 2000, the Department of Health (DH) published a recommendation to local authorities and health trusts that consideration should be given to the integration of their community equipment services into a single operation/service (Integrated Community Equipment Service – ICES). Although acceptance of the recommendation was not mandatory, most London Authorities and the Primary/Provider Care Trusts (PCTs) adopted the recommended model.
- 2.4. Each local authority/PCT in London (with the exception of RBKC and Hammersmith and Fulham) procured an ICES service provider independently. Due to the limited number of potential service providers, a large number of authorities ended up with a common provider. A significant number of these arrangements are now due to be re-let.
- 2.5. The current procurement model gives rise to questions such as:-
- 2.5.1 Are we maximising our joint purchasing power?
- 2.5.2 Are we setting the overall service standard or are we reacting to local relationship issues with the provider?
- 2.6. A number of London boroughs have over the last nine months been working together to explore ways in which the Community Equipment Service can be more responsive to the needs of Service Users and how operational efficiencies can be achieved. These discussions have been led by the Royal Borough of Kensington and Chelsea (RBKC).

- 2.7 The DH integration agenda has a specific workstream related to the Community Equipment Service. Proposals have been made to:-
- 2.7.1. Introduce a retail prescription model whereby service users and their carers, who elect to collect their own equipment (i.e. small scale, easily portable) would be issued with a prescription which can be redeemed from an approved retail supplier (Retail Model).
 - 2.7.2 Local commissioned services would still need to be commissioned – to meet all non retail equipment needs.
- 2.8. This report makes no recommendations as to the Retail Model as this is a matter outside the scope of this contract. In modelling the award the potential effect of the Retail Model was considered and it was found it does not change the recommendations made in this report.

3. PARTNERSHIP OUTCOMES

- 3.1 The aim of the cross authority working are:-
- 3.1.1 Lower cost by maximising our joint purchasing power, including the move to generic products;
 - 3.1.2. Greater use of non standard stock, thereby increasing the use of returned specials;
 - 3.1.3. Service efficiencies in terms of common processes and documentation;
 - 3.1.4. A forward looking information system that supports future changes; and
 - 3.1.5. Directly influencing suppliers contract management and developmental processes.

4. PROCUREMENT PROCESS (SECTIONS 5-11):

5. EXPRESSIONS OF INTEREST

- 5.1 The contract was procured using competitive dialogue with the Royal Borough of Kensington and Chelsea acting as lead authority.
- 5.2 In accordance with EU procurement regulations, a Prior Indicative Notice (PIN) was issued on 7th August 2008 with the formal Contract Notice being published on 23rd December 2008.
- 5.3 Following evaluation of the information provided in the requests to be selected to participate, Project Board approved the following companies being invited to participate in dialogue:-

- Medequip Assistive Technology
- Nottingham Rehab Services
- Millbrook Healthcare
- British Red Cross

6 AWARD CRITERIA

6.1 The project team applied the methodology for tender evaluation frequently referred to as the “most economically advantageous” model. When applying this methodology, quality issues normally have a higher weighting. The Project Board therefore agreed to the following weightings:-

Table 1 – Quality/Price Ratio

CRITERIA	WEIGHTINGS
Quality	60%
Price	40%

6.2 Quality - The tender documents also highlighted that the quality criteria would be subdivided into three areas. These are summarised in the table below:-

Table 2 – Quality Criteria

CRITERIA	WEIGHTINGS
Equipment Means of Delivery/Method Statements	45%
Data systems	45%
Interviews/Presentations Service Users 50% Officers 50%	10%

6.3 Price - Tenderers were advised that this would be based upon a basket of products (high cost/high volume) covering the current service profile of three partner boroughs (Westminster, RBKC and Hammersmith and Fulham).

6.4 In terms of financial capacity, the tender documents requested tenderers to update any financial information previously submitted at expressions of interest stage as it was intended to re-assess individual tenderers capabilities (i.e. risk profile) to support various contract values. The documentation also stated that the Partners needed to take a view as to the total number of potential partners that would be likely to join the framework and the value of services to be procured. The financial risk profile may well vary depending upon the number of boroughs joining or number of service providers.

6.5 The Service Providers were advised that the outcome of this process may result in the highest ranked submission being rejected due to the financial risk profile or the decision to appoint more than one Service Provider.

6.6 Tender Assessment

- 6.7 The quality criteria measured separately equipment, means of delivery and systems. The scoring panels were drawn from across the partners; in addition there were formal presentations to Service Users and officers drawn from across the partners, the results are summarised below.
- 6.8 Based upon the information included in the tender documents the price assessment was carried out on a like for like basis.
- 6.9 Validation process - This process identified a few inconsistencies in scoring across the 9 partners and scoring had to be adjusted to discount these.
- 6.10 The above adjustments resulted in very minor movements in the quality assessment.
- 6.11 In terms of price validation the process related to taking into account a wider range of costs, for example the purchase of non standard stock.
- 6.12 The validation process reconfirmed that if it was decided to appoint one provider the recommended provider would remain Medequip as they submitted the most economically advantageous tender.
- 6.13 In the case of two providers being appointed the additional financial costs were modelled; this showed that on average, costs would increase by 6%, due to higher unit charges being applied. A two provider solution would result in the benefits of cross borough working not being achieved, for example efficiencies in terms of costs and the sharing of non standard stock being more difficult. In addition, due to mini-competition being required between the two providers, the planned commencement of the new service for April 2010 is at risk.

7. FINANCIAL ASSESSMENT

- 7.1 A thorough financial assessment [of all the bidders] was carried out by RBKC including background checks and credit rating.
- 7.2 In addition, Hammersmith & Fulham Council conducted further financial checks on the recommended provider Medequip. This provided the Council with sufficient assurance to enter into a contract up to £5m with this company.

8. CONSULTATIONS

- 8.1 During the development of the specification, dialogue was undertaken with Service Users (workshop sessions and service questionnaires) with the aim of ensuring their requirements/issues have been considered as part of the process. Furthermore, Service User representatives from across the partners were engaged in the assessment process.

9. IMPACT FOR LBHF

9.1. Partnerships

The community equipment contract is managed by the Council on behalf of H&F NHS and Imperial College NHS Trust. Two representatives from the PCT service and one from the Acute Trust attended the preliminary workshops to finalise the specification and agree process. They did not however form part of the project board.

9.2 H&F NHS are also going to be involved in finalising the catalogue list and in the development of the online ordering system.

Financial Implications

9.3 Based on the pricing model submitted in Medequip's tender document, it is estimated that under the new contract, the cost of non-specialist equipment will reduce by approximately 20% and other contract costs will reduce by 2%. Further analysis has been undertaken by the Procurement Team which indicates that the price of specialist equipment is expected to remain similar to current 2009/10 forecast levels.

9.4. A £50k saving has been identified in the Joint Equipment budget through the Council's Medium Term Financial Strategy from 2010/11 onwards. It is expected that these savings are realised through the new contract.

9.5 The Council has entered into Section 75 agreements with the PCT and Acute Trust whereby the Trust has agreed to reimburse the Council for their costs. A further £31,400 fixed contribution from Imperial has been agreed with the Council. The Council has agreed to contribute 80% of the remaining net spend with the Trust paying the remaining 20%.

9.6. Table 3 below sets out the forecast position for 2010/11

Table 3 – Joint Equipment Budget and Forecast Outturn 2010/11

Forecast 2010/11	LBHF £000	H&F NHS £000	Imperial £000	Total £000
Non-Specialist Equipment	329		60	389
Specialist Equipment	29		5	34
Delivery and other running costs	25		4	29
All Costs		303		303
Gross Expenditure	383	303	69	755
HRA Contribution	(41)			(41)
Disabled Facilities Grant Contribution	(7)			(7)
PCT Contribution		(303)	(8)	(311)
Imperial Contribution			(31)	(31)
Other Contributions	(48)	(303)	(39)	(390)
Net Cost to LBHF General Fund	335	0	30	365
Resources Available (reduced for MTFS)	358	0	43	401
Forecast (under)/overspend	(23)	0	(13)	(36)

There is a risk that the volume of orders may increase in future, and Table 3 shows that a 5% provision is contained within the existing budgets.

Recommendation

9.7 The options available were:-

9.7.1 To approve the appointment of one provider Company A;

Recommended on the grounds they are the highest ranked provider and currently operate a large number of contracts across London.

9.7.2 To consider the appointment of two providers (Company A and Company B) on the grounds of improving competition between providers and spreading risk;

Not recommended – although this option would spread the risk of service failure, a formula to allocate the work would need to be established followed by a mini-competition round. This option would result in a number of the service outcomes not being achieved, increase costs and service commencement delays.

10. SUSTAINABILITY AND RISK ISSUES

10.1 Sustainability - A range of sustainability issues have been included within the proposed contract and have been formally assessed as part of the assessment process.

10.2. Risk Assessment – the monthly Project Board receives highlight reports and risk logs. The tender technical report presented to the Project Board on 9th July 2009 also highlighted a range of additional risks including proposed mitigation.

Next Steps

10.3 Subject to the recommendations being accepted by the Cabinet and permission being granted to enter into a service agreement with Medequip, it is proposed that an implementation plan be agreed with the provider for transferring the service. Medequip is the current provider for this service to the Council, so this will facilitate the process considerably.

10.4. There are two members of staff who TUPE-transferred from the in-house service to Medequip when the original ICES contract was let in 2003. The Council has been paying a top up to Medequip representing the difference in salary for the two affected members of staff. Officers will seek appropriate legal and HR advice in considering whether this arrangement will continue with the new contract.

- 10.5. The main Project Board which is being led by RBKC has created a number of working groups to look at the IT implications for the partners, finalising the equipment catalogue and agreeing a monitoring framework. The outcomes of these working groups will then inform how the contract will be run from the Framework. It will then be up to the individual Councils to negotiate any variations.
- 10.6 Subject to the approval by Cabinet of this report, we intend to start final discussions with Medequip in December 2009. A working group including representatives from the PCT and the Acute Trust will need to be set up in order to implement the new service.
- 10.7 **Supporting your choice**
The personalisation agenda was not considered as part of this tender as all the partners were at different stages of implementation. The contract does give the Council total control over who has access to it and once the process for ordering has been agreed i.e. either through a broker, OT or other professional, they will be able to raise orders on behalf of clients. The contract is also designed to deal with the retail model (Transforming Community Equipment) and will be used by retailers to process prescriptions.

Conclusion

- 10.8 It is planned to commence the new service on 1st April 2010 and it is intended that all prescribers will be up to speed on the changes and ready for the new service.
- 10.9 Once their appointment has been confirmed, the working group will then agree a protocol for monitoring and tracking progress. This process will then feed in to the monitoring carried out by the representatives of all 9 contract partners

11. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

- 11.1. The contract described in this report has been procured using competitive dialogue following the requirements of the Public Contracts Regulations 2006 ("2006 Regulations"). The procurement process has been lead by the Royal Borough of Kensington and Chelsea.
- 11.2. Under the provisions of the 2006 Regulations, framework agreements should not exceed 4 years other than in exceptional circumstances. However, guidance from the OGC specifies that contracts called off under a framework agreement may be for a period of longer than 4 years. The contract was advertised as being for a period of 5 years, with the option to extend by a period of up to 2 years on an annual basis. However it was specified that the call off period for joining the framework was 4 years with the end date for any contracts called off under the framework being March 2016 to coincide with the end dates of other national contracts.

- 11.3. It would appear that the Public Contracts Regulations 2006 have been complied with and the AD (Legal and Democratic Services) agrees with the recommendations in this report.

12. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 12.1. Based on an analysis of the contract pricing model and expectations of demand, the current contract cost is anticipated to cost £755,000 per annum.
- 12.2. As the cost of the contract varies according to the demand for different types of equipment, any variance from the available budget costs would be reported via the Council's monthly monitoring regime.
- 12.3. There are no financial implications resulting from the Council's commitment under the existing TUPE arrangement.

13. COMMENTS OF THE ASSISTANT DIRECTOR STRATEGY, PERFORMANCE & PROCUREMENT

- 13.1 The procurement process has been coordinated by the Royal Borough of Kensington & Chelsea on behalf of a number of London boroughs. The contract has been tendered in accordance with the Public Contracts Regulations 2006 with a Contract Notice appearing in the Official Journal of the European Union (OJEU) on 27 December 2008. The RBK&C as contracting authority needs to place a Contract Award Notice in OJEU, although this Council does not as it is calling off from the framework agreement that is being created.
- 13.2. Commercially, this is a sound method of obtaining goods and services as costs should be reduced through obtaining economies of scale. This arrangement complies with the Council's Contract Standing Orders.

14. COMMENTS OF THE ASSISTANT DIRECTOR HUMAN RESOURCES

- 14.1. The AD HR has been consulted upon and agrees with the recommendations as set out in this report.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext. of Holder of File/Copy	Department/ Location
1	RBKC Key Decision report approving the award of the framework to Medequip.	Paulo Borges Ext 5748	CSD- Partnerships and Procurement 4th floor, 77 Glenthorne Road
2	Tender documentation	Paulo Borges Ext 5748	CSD- Partnerships and Procurement 4th floor, 77 Glenthorne Road
3	Existing Contracts	Paulo Borges Ext 5748	CSD- Partnerships and Procurement 4th floor, 77 Glenthorne Road



London Borough of Hammersmith & Fulham

Cabinet

11 JANUARY 2010

**DEPUTY LEADER
(+ENVIRONMENT)**
*Councillor Nicholas
Botterill*

**APPROVAL TO AWARD THE TERM
CONTRACT FOR RESURFACING AND ROAD
MARKING 2010 TO 2015**

**Wards
All**

Following a competitive tendering process, officers are seeking approval to award the above contract to the contractor (tenderer) assessed to have submitted the most economically advantageous tender to the Council to deliver the works.

A separate report on the exempt part of the agenda provides exempt information in relation to the results of the tender assessment process.

CONTRIBUTORS
DENV
ADLDS
DFCS
HR

Recommendations:

1. **To award the five year Term Contract for Resurfacing and Road Marking 2010 to 2015, commencing 1 April 2010 , on the basis of the most economically advantageous tender received, as detailed in the report on the exempt part of the Cabinet agenda.**
2. **To note that the contract has a clause that will allow three further one year extensions, but this is dependent upon the contractor's performance, and to agree that any decision needed to extend the contract in line with this provision may be delegated to the appropriate Cabinet Member at the proper time.**

<p>HAS A PEIA BEEN COMPLETED? YES</p>
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1. PURPOSE

- 1.1 Following a competitive tendering process, which was undertaken in accordance with the Council's Contract Standing Orders and the Public Contract Regulations 2006, officers are seeking approval to award the Term Contract for Resurfacing and Road Marking 1 April 2010 to 31 March 2015. The Contractor recommended to be awarded the contract is the tenderer judged to have submitted the most economically advantageous tender to the Council.

2. BACKGROUND

- 2.1 Provision of the service is currently delivered by Colas Ltd through a term contract; Term Contract for Major and Minor Highway Surfacing Works 2004 to 2007. This contract has been extended and expires on 31 March 2010. From 2007, the scope of this contract has included the provision of a road marking services.
- 2.2 In anticipation of the procurement exercise, and at various stages throughout the process, officers have reported to the Cabinet Member to approve the procurement strategy and tender specifications.
- 2.3 The Tender Appraisal Panel (TAP) has determined that the Transfer of Undertakings (Protection of Employees) Regulations 2006 (TUPE) may apply to this contract.
- 2.4 The Tender Appraisal Panel (TAP) and Cabinet Members agreed that tenders should be assessed on a 70:30 price / quality split respectively.
- 2.5 The contract will be awarded for five years, with the option of three additional 12 month extensions, subject to Council approval and above satisfactory performance of the contractor.

3. TENDER PROCESS

- 3.1 The procurement process has been overseen by a Tender Appraisal Panel (TAP), which was established in accordance with the Council's Contract Standing Orders 2007.
- 3.2 The following is a summary of the stages in the procurement of the contracts:

Date	Action	Description
February - April 2009	Development of Procurement strategy	-
1 May 2009	Expressions of interest sought. Contracts advertised on Council web	Following Expression of Interest from Contractors Pre-Qualification Questionnaires (PQQ's) were issued

	site, trade journal and OJEU ¹	
1 June 2009	Deadline for return of PQQ's	16 completed PPQ's were received
2 July 2009	Short list of six tenderers for each contract agreed	Short list agreed by Cabinet Member following officer assessment and recommendation
14 August 2009	Tender documents issued	-
23 September 2009	Tender period closed	-
23 September 2009	Tenders Opened	-
28 September 2009	Tender opening meeting reconvened	-

4. TENDER OPENING

4.1 Tenders were opened by the Mayor, Councillor Alex Karmel, on 23 September 2009.

4.2 Five tenders for the Term Contract for Resurfacing & Road Marking 2010 to 2015 were received on time through the London Tenders Portal website.

4.2.1 Two tenders were received in accordance with the Instructions and were therefore accepted (with minor omissions listed in 4.4 below)

4.2.2 One tender failed to date the Form of Tender but was provisionally accepted by the Mayor, subject to the tenderer providing a signed and dated Form of Tender within 3 working days of the opening date.

4.2.3 Two tenderers failed to sign and date the Form of Tender.

4.3 The advice from Legal Services was that the Form of Tender represents an offer from a tenderer to the Council which is capable of acceptance by the Council. The requirements to sign and date the Form of Tender is a Council formality and is evidential proof that an offer has been made by a named person on a particular date. Notwithstanding, in contract law the failure to sign and date an offer is not crucial and the parties may still enter into a contract providing that all other legal and contractual formalities are satisfied.

4.4 Other omissions from the tender submissions were;

- (i) 3 tenderers failed to sign and date the Collusive Tendering Certificate
- (ii) 2 tenderers failed to complete, sign and date the Form of Insurances

¹ A Contract Notice was sent for publication in the *Supplement to the Official Journal of the European Union* (OJEU) on 1 May 2009, which was published on 5 May 2009 (under reference – 2009/S85-122264 (1.5.2009)). A Contract Notice also appeared on the Council's website on 5 May 2009.

- (iii) 3 tenderers failed to supply a complete, signed and dated Deed of Undertaking (to release the TUPE information from the incumbent contractors).

- 4.5 In relation to point (iii) above, the submission of a completed Deed of Undertaking was not essential for the analysis of the tenders; however the tenderers were informed that TUPE information would not be released unless this was completed. These tender submissions have therefore not taken account of the possible TUPE implications and could put them at risk should they be awarded the contract.
- 4.6 The Invitation to Tender allowed the Council to exercise its discretion in relation to the acceptance of tenders containing minor omissions where such minor omissions could be rectified in accordance with any reasonable request by the Council. On the basis of advice from Legal Services and the Council's Highways Department, the TAP decided that the omissions listed above were minor, and subject to the relevant tenderers rectifying the omissions within a timescale of 3 working days, the Council should exercise its discretion to accept the tenders.
- 4.7 The list of contractors who submitted tenders is detailed in Appendix 1a of the separate report in the exempt part of the Cabinet agenda.

5. TENDER ASSESSMENT

- 5.1 Tender evaluation has been undertaken by highway officers and overseen by the TAP. Evaluation is based on a 70:30 price/quality ratio respectively.

5.2 Price Component

- 5.2.1 This is a Schedule of Rates Contract so tenderers do not submit a total or single price for the works. Each item of work that is likely to be instructed through the contract has been scheduled and the tenderers insert prices into banded quantities for those items.
- 5.2.2 Officers have developed an evaluation model which analyses the full range of the Schedule of Rates over the different bandings, with different weightings for each section of the Schedule of Rates as set out in Appendix 1 attached. These weightings have been set to determine which tenderer will provide the most economically advantageous for the key elements of works to be ordered through this contract.
- 5.2.3 Highest marks are awarded to the tenderer which has the lowest weighted price for each section in the Schedule of Rates. The remaining tenderers are awarded points based on their price in relation to the lowest tenderer.
- 5.2.4 A summary of the results of the overall financial analysis is detailed in Appendix 1b of the separate report in the exempt part of the Cabinet agenda.

5.3 Quality Component

- 5.3.1 A Quality Submission template document was provided as part of the tender documents which identified the key criteria the Council wished to assess each tenderer against. In addition to providing a method of assessing each tenderer, the information in the Quality Submission document will form part of the contractual requirements upon contract award.
- 5.3.2 Officers assessed tenderers' responses to each subsection under the criteria listed above, which were given scores out of 10. This then contributed to the overall Quality Submission assessment in accordance with the tables shown in Appendix 2 attached
- 5.3.3 The minimum acceptable quality standard was set at an overall weighted score of 20 points with no single criteria awarded a score lower than 'adequate'.
- 5.3.4 The final Quality Submission scores are detailed in Appendix 1c of the separate report in the exempt part of the Cabinet agenda.

5.4 Combined Price / Quality – Overall Score

- 5.4.1 The price and quality scores have been combined to give the overall scores as detailed in Appendix 1d of the separate report in the exempt part of the Cabinet agenda.
- 5.4.2 The Contractor highlighted in Appendix 1d of the separate report has the highest combined score and therefore is deemed to have submitted the most economically advantageous tender.
- 5.4.3 Officers therefore recommend that the Term Contract for Resurfacing and Road Marking be awarded to the Contractor highlighted in Appendix 1d of the separate report.

5.5 Contract Budget Implications

- 5.5.1 Due to the revised Schedule of Rates and structure of the pricing elements of the contract (compared to the current contract) it is difficult to make a direct comparison of new rates to the existing rates. However, following further evaluation, officers consider the new Schedule of Rates to offer a saving of around 10 – 15% on current prices. This is seen as a major positive outcome of the tendering process and procurement strategy.

6. TRANSFER OF UNDERTAKINGS (PROTECTION OF EMPLOYMENT) REGULATIONS 2006 (TUPE)

- 6.1 The Council has provided information about the employees of the workforce of the incumbent contractors currently employed under this contract to tenderers

to enable them to take account of the potential TUPE liabilities when providing prices for this contract.

- 6.2 Tenderers were advised to seek independent professional advice regarding TUPE and its application to this contract and the implications for its organisation should it be successful in tendering for the contract. It has been made clear to all contractors that it is their responsibility to ensure that their contract submission takes account of any potential liabilities relating to the transfer of the staff of the current contractor.

7. RECOMMENDATIONS

- 7.1 Officers recommend that the Term Contract for Resurfacing & Road Marking 2010 to 2015 be awarded to the contractor identified in Appendix 1d of the separate report in the exempt part of the Cabinet agenda for a period of five years (with up to a further three 12 month extensions that may be awarded at the Council's discretion), with a commencement date of 1 April 2010.
- 7.2 To note that the value of the contract may go up or down depending on the work ordered through the contract and provided the works are ordered from an approved budget to agree to waive the requirement to seek a Key Decision to spend above the approved contract value.

8. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 8.1 Expenditure under the proposed contract will cover resurfacing and road marking and will be funded from a number of revenue and capital budgets within the responsibility of the Highways and Engineering division. Whilst it is not possible to pre-determine the value of the contract as this will depend upon the level of Council and external funding available, the notional contract values is set at £3.125m a year. This is equivalent to £15.625m over 5 years and £25m over the potential life of the contract (excluding inflation)
- 8.2 Initial analysis suggests that contract rates are lower than current rates, this will be explored to determine the potential for MTFS or Capital programme savings.

9. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

- 9.1 Legal Services has advised the client department during the procurement process and the Assistant Director (Legal and Democratic Service) is satisfied with the recommendations of the report.

**10. COMMENTS OF THE ASSISTANT DIRECTOR STRATEGY,
PERFORMANCE AND PROCUREMENT**

- 10.1. Officers from the Division have been involved in the retendering of this contact and the AD agrees with the recommendations contained in this report.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext. of Holder of File/Copy	Department/ Location
1.	Contract documentation and tender submissions. Tender Evaluation Sheets	Chris Jerram	H&E, 4 th Floor, THX

Appendix 1 – Price Evaluation Criteria

Price Evaluation Criteria:

SoR item Series	Sub-series points	Maximum Series points
100 – Preliminaries	-	1
400 – Safety/Ped. Guard Railing	-	1
500 – Drainage & Service Ducts	-	4
600 – Earthworks	-	7
Excavation	2	-
Sub-grade/Topsoil, Trial Pit excavation	1	-
Cold Planing	4	-
1100 – Kerbs, Footway & Paving	-	2
1200/1300 – Line Markings	-	6
Line Markings / Removals	3	-
CPZ remarking	3	-
1700 – Structural Concrete	-	4
2400 – Brick, Block& Stone Work	-	1
2600 – Street Furniture	-	1
9000 – Pavements	-	33
Surface Course	11	-
Binder Course	6	-
Base Material	2	-
Antiskid	6	-
Concrete / Aggregate	4	-
Hammersmith Bridge	2	-
All other items	2	-
Table A – scoring shown in Appendix 3	-	10
	Grand Total	70

Appendix 2 – Quality Evaluation Criteria

Quality Submission Evaluation Criteria

Criteria	Maximum assessed score	Weighting (%)	Weighted Score
Council Objectives:	20	10	3
– Demonstration of understanding of the Council's objectives, needs and priorities.	10		
– Provide details of how the Tenderer means to deliver the service to meet the Council's Objectives	10		
Best Value:	60	25	7.5
– Management Training & supervision	10		
– Continuous improvement and Flexibility	10		
– Technical Innovation	10		
– IT and communication systems	10		
– Vision Statements	10		
– Added value from previous relevant experience	10		
Putting Residents First:	40	15	4.5
– Contractor presentation, identification, image and branding	10		
– Customer Care / Satisfaction	10		
– Working with the community	10		
– Responding to local circumstances and complaints	10		
Method and Resource Statement:	94	50	15
– Duly completed Method and Resource Statement document (Marking criteria provided in Instructions to Tenderers)	Provided in ITT		
Total			30

Quality Submission Scoring System

Score	Description	Mark range
Excellent	Meets all criteria in a very full and comprehensive manner and exceeds some requirements	9 - 10
Good	Generally satisfactory and meets the requirements of the criteria to the satisfaction of the TAP	7 - 8
Adequate	Satisfactory but with aspects which cause the TAP concern because either the response is incomplete, or differs from the professional / technical judgement of the TAP on the requirements necessary to meet the criteria	4 - 6
Inadequate	Indications that the response meets some of the requirements but either the TAP has serious doubts about aspects of the response, or inadequate information has been provided	1 - 3
Unacceptable	Little or none of the response is satisfactory, or little or no information has been provided	0

Agenda Item 9



London Borough of Hammersmith & Fulham

Cabinet

11 JANUARY 2010

**DEPUTY LEADER
(+ENVIRONMENT)**
*Councillor Nicholas
Botterill*

**HIGHWAY MAINTENANCE:
APPROVAL OF THE 2010/11 PROGRAMME**

**Wards
All**

The purpose of the report is to seek approval for the projects listed within the Carriageway and Footway Planned Maintenance programme.

CONTRIBUTORS

ENV
DFCS
ADLDS
ADPP

Recommendations:

- 1. To note and approve the 2010/11 highway maintenance (carriageway and footway) schemes, as set out in Appendix A to this report.**
- 2. To note continued approval of delegated responsibility to senior officers to make amendments to the programme, as agreed for operational and cost effective reasons by the Director of Environment and Director of Finance and Corporate Services in order to make the optimum use of resources, allowing virements, as outlined in the report, to contain expenditure within the approved resources and not subject to the normal virement rules.**

HAS A PEIA BEEN COMPLETED? YES

1. BACKGROUND

- 1.1 The financial resources to complete the highway planned maintenance carriageway and footway programme are met from Council capital allocations, except for principal roads that are funded by Transport for London (TfL) through the Local Implementation Plan (LIP).
- 1.2 All planned maintenance works are implemented through approved Council term contracts schedule of rates that have been subjected to competitive tender.
- 1.3 Officers are seeking Cabinet Member approval of the scheme selection and to comment on such, if so required.
- 1.4 Cabinet is asked to note the previous approval (through Key Decision process) to grant senior officers permission to make amendments to the programme for operational and cost effective reasons as agreed by the Director of Environment and Director of Finance and Corporate Services in order to make the optimum use of resources allowing virements to contain expenditure within the approved resources and not subject to the normal virement rules.

2. INFORMATION

- 2.1 The overall highways budget for road and footway repairs is divided into minor reactive maintenance and major planned work. The reactive work, particularly the safety element of the work, is dependent on the requirement for safety or urgent repairs identified by the highway inspector. Major planned work seeks to spend the resources cost-effectively to optimise maintenance expenditure. Any under-spending on the reactive work can be diverted into the planned major capital works programme. This seeks to achieve a balance between the need to keep the highway in a safe condition and to maximise planned work to spend the resources most cost effectively. Approximately half of the total maintenance works resources are carried out on footways.
- 2.2 The extent of the planned maintenance works at the time of ordering is not accurately established. The provisional cost estimates included in Appendix A are based on a single average unit price per square metre for similar work types. This avoids the preparation of detailed work schedules and limits site investigation work and unnecessary fee expenditure, particularly for carriageway work.
- 2.3 The current footway maintenance strategy focuses primarily on repaving in and around town centre areas and those streets with the highest footfall in the borough.
- 2.4 Generally, the work is estimated using average unit rates from previous typical schemes and the work, once ordered, is subject to detailed pricing from within the contract. The prices are banded to reflect the volume of work carried out and are considered to be competitive. This approach gives rise to some schemes spending above and others below estimate. Where unforeseen additional ground work, for example, is required, then additional resources have to be made available from within the overall programme resources. The approximate

average unit rates used to make up the scheme estimates are as follows (it should also be noted that the Term Contract for Surfacing Works is currently being tendered, so the rates are likely to differ from the current rates):

Activity	Unit Rate £/m²
Principal Road resurfacing – Night work	£50.00
Other classified Road resurfacing – Day	£25.00
Other classified road resurfacing – night	£30.00
Unclassified road	£21.00
Footway repaving	£80.00

Table showing approximate unit rates used to calculate scheme estimates

- 2.5 This is monitored on a monthly basis to project full budget expenditure. This balancing process using virements between the reactive and planned budgets gives rise to some adjustment of the total number of planned schemes carried out and encourages optimum use of the available resources. As there are always more schemes in the programme than there are resources to fund them, it is always possible to accommodate more or less schemes being carried out within the financial year. It does ensure that the overall budgets are fully spent and overspends are avoided.
- 2.6 There are also significant variables that we have to accommodate during the year rising from, for example, utility company works. To combat this disruption we present a list of reserve schemes that can be moved up the list if higher priority works need to be postponed.
- 2.7 Principal road structural road maintenance is funded from Transport for London based on bids through the LIP process. The scheme expenditure is regularly reported to TfL so adjustments in expenditure can be accommodated.

3. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE RESOURCES

- 3.1 The maintenance programme is made up of major planned maintenance and minor reactive maintenance, and is funded by revenue and capital.
- 3.2 The total maintenance allocation for 2010-11 is as follows:
- Capital Allocation £2.100m
 Revenue Allocation £1.673m
 TfL BSP allocation To be confirmed (likely to be approximately £350k)
- 3.3 The important distinction is that whilst revenue can be used to fund capital expenditure, the reverse is not true and capital can only be used to fund major planned maintenance works. The Capital Allocation will be approved as part of the Capital Programme by Council in February 2010.

- 3.4 Appendix A contains a list of proposed borough funded Planned Maintenance schemes at an estimated cost of works of £2.1m. This contains a revenue contribution to Capital. It is this amount over which officers would like to apply some flexibility and use it for either reactive or planned maintenance. If reactive maintenance is under-spending, then this will be used to finance the planned maintenance programme; the intention being to deploy the resources available in the most cost-effective manner.
- 3.5 This will be monitored through the Corporate Revenue and Capital Expenditure monitors and reported accordingly. For planned maintenance, individual schemes will be reported at budgeted and forecast level. As well as amendments to funding of individual projects within the overall programme allocation, should it prove necessary to delete or substitute alternative schemes these will also be reported through the capital monitor.

4. RECOMMENDATIONS

- 4.1 To approve the programme set out in Appendix A, including the list of reserve schemes.
- 4.2 To note the previous approval to allow virements by senior officers, as agreed by the Director of Environment and Director of Finance and Corporate Services, to ensure effective and efficient use of financial resources.
- 4.3 To approve the request to allow senior officers to adjust the programme to allow for varying scheme cost and interruptions to the programme from, for example, utility providers.

5. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

- 5.1 There are no direct legal implications for the purposes of this report.

6. COMMENTS OF THE ASSISTANT DIRECTOR (PERFORMANCE & PROCUREMENT)

- 6.1 There are no procurement-related issues as the report relates to orders to be placed under existing term contracts.

LOCAL GOVERNMENT ACT 2000 **LIST OF BACKGROUND PAPERS**

No.	Brief Description of Background Papers	Name/Ext. of holder of file/copy	Department
1.	Highway Condition Surveys and database output	Chris Jerram, 5715	Environment
2.	Highway Term Maintenance Contracts	Chris Jerram, 5715	Environment

APPENDIX A

CARRIAGEWAY SCHEMES

STREET NAME	STREET SECTION	ESTIMATED COST
PRINCIPAL ROADS (funded by TfL)		
FULHAM HIGH STREET	Whole Road	£ 156,000
FULHAM ROAD [†]	Fulham Palace Road to Munster Road	£ 198,000
NEW KINGS ROAD	Parsons Green (West) to Munster Road	£ 105,000
BEADON ROAD	Whole Road	£ 92,000
TOTAL		£ 551,000
NON PRINCIPAL ROADS (funded from Council capital allocation)		
DISTILLERY ROAD	Whole Road	£ 31,250
ELLERSLIE ROAD	Whole Road	£ 65,000
RIVER TERRACE	Whole Road	£ 8,000
ATALANTA STREET	Whole Road	£ 31,250
BRANKSEA STREET	Whole Road	£ 12,250
AYCLIFFE ROAD	Whole Road	£ 46,500
BRYONY ROAD	Whole Road	£ 47,000
COVERDALE ROAD	Whole Road	£ 37,500
CROMWELL AVENUE	Whole Road	£ 31,250
GONVILLE STREET	Whole Road	£ 10,750
GREAT CHURCH LANE	Whole Road	£ 28,500
HOLMSTEAD ROAD	Whole Road	£ 42,000
RICKETT STREET	Whole Road	£ 9,500
ROXWELL ROAD	Whole Road	£ 38,750
STUDRIDGE STREET	Whole Road	£ 107,500
MELLITUS STREET	Whole Road	£ 82,000
DIMES PLACE	Whole Road	£ 3,750
GASTEIN ROAD	Whole Road	£ 35,500
WESTVILLE ROAD	Whole Road	£ 93,750
ACKMAR ROAD	Whole Road	£ 31,250
ASHCHURCH GROVE	Whole Road	£ 46,25
BASUTO ROAD	Whole Road	£ 38,000
BEACONSFIELD WALK	Whole Road	£ 14,250
BELTRAN ROAD	Whole Road	£ 33,250
BINDEN ROAD	Whole Road	£ 31,750
BRECON ROAD	Whole Road	£ 39,750
FULMEAD STREET	Whole Road	£ 17,250
GLAZBURY ROAD	Whole Road	£ 48,250

GRANSDEN ROAD	Whole Road	£ 11,500
KINGWOOD ROAD	Whole Road	£ 74,000
LETTERSTONE ROAD	Whole Road	£ 17,000
MALL ROAD	Whole Road	£ 28,000
MICHAEL ROAD	Whole Road	£ 55,000
PURCELL CRESCENT	Whole Road	£ 38,000
SEAGRAVE ROAD	Whole Road	£ 123,750
SETTRINGTON ROAD	Whole Road	£ 59,500
SHORTLANDS	Whole Road	£ 55,000
ST JAMES STREET	Whole Road	£ 15,500
SOULDERN ROAD	Whole Road	£ 8,000
FAROE ROAD	Whole Road	£ 49,500
FRANKLIN SQUARE	Whole Road	£ 22,500
KEITH GROVE	Whole Road	£ 45,000
TOTAL		£ 1,664,250

† Subject to TfL approval. Probable cut-off line for Principal Roads is Fulham Road.

The list of streets that require maintenance extends beyond the above. If, for reasons described in the main report, a large number of the above are unable to be completed next financial year further reserve schemes will be brought in from the following. As it seems unlikely that they will be undertaken estimates have not been calculated.

Further reserve schemes: *BREER STREET, CLONMEL ROAD, THE CURVE, GIRDLERS ROAD, WORLIDGE STREET, HALFORD ROAD, KILMAINE ROAD, PEARSCROFT COURT, WOOLNEIGH STREET*

In addition to this list, any streets approved for the 2009/10 programme which were not completed in the 2009/10 financial year will be carried over and appropriately prioritised in the 2010/11 maintenance programme.

FOOTWAY SCHEMES

STREET NAME	STREET SECTION	ESTIMATED COST
FULHAM ROAD	Fulham Palace Road to Munster Road	£ 246,000
FULHAM PALACE ROAD	St Dunstan's Road to Greyhound Road	£ 173,000
FULHAM PALACE ROAD*	Chancellors Road to Hammersmith Broadway	£ 134,000
HAMMERSMITH ROAD	Brook Green to North End Road	£ 183,000
CAXTON ROAD**	Whole Footway	£ 64,000
HAMMERSMITH ROAD	North End Road to Borough Boundary	£ 150,000
KING STREET	Ravenscourt Park Road to Black Lion Lane	£ 209,000
KING STREET	Black Lion Lane to Borough Boundary	£ 209,000
TOTAL		£ 1,368,000

Council capital allocations have not been issued for 2010/11. Following the trend from previous years expenditure, the estimated cut-off line is Caxton Road – with a cumulative estimated total of £0.80million

* To be carried out in conjunction with the Fulham Palace Road slip-road TfL scheme.

** Caxton Road was delayed from the 2009/10 programme due to Utility company works. This scheme could be partially funded through a contribution from the Westfield Development.

NOTE: Star Rd, Fitzneal St, Du Cane Road, Scrubs Lane and Vencourt Place were approved in the 2008/09 Planned Maintenance Report, however due to current priorities these footways will not be repaved next year.



London Borough of Hammersmith & Fulham

Cabinet

11 JANUARY 2010

**DEPUTY LEADER
(+ENVIRONMENT)**

*Councillor Nicholas
Botterill*

**CABINET MEMBER
FOR CRIME AND
STREET SCENE**

Councillor Greg Smith

**SCRUTINY
COMMITTEE**

**LNSC 11 November
2009**

**HAS A PEIA BEEN
COMPLETED?
YES**

DEnvD
Finance
Legal Services

**LICENSING ACT 2003 : FULHAM TOWN CENTRE
– ADOPTION OF A SPECIAL LICENSING POLICY**

**Wards
All**

Seeking approval for the Special Licensing Policy to be adopted for the Fulham Town centre area.

Where the cumulative effect of many licensed premises gives rise to problems of public disorder and nuisance in the surrounding area, the Council may consider it inappropriate for any further licensed premises to be established or permitted hours of operation to be increased. Through adopting a special policy, the Licensing Authority will be empowered to reject new applications and restrict changes to existing licences following a valid representation.

A cumulative Impact Study carried out in the Fulham Town Centre area in November 2008 indicated that the area was suffering stress due to the concentration of licensed premises adversely affecting the objectives under the Licensing Act 2003. A special licensing policy has been developed and consulted upon. and the policy needs to be approved by Full Council to take effect.

Recommendation:

That Cabinet recommends the approval and adoption by the Council of the special Licensing Policy and area for the Fulham Town Centre as set out in Appendixes 1 and 2 to this report, and that it be incorporated into the Council's current Licensing Policy.

1. INTRODUCTION

- 1.1. In May 2008 as a result of concern over problems with public disorder and nuisance, a project was initiated to establish if the Fulham Town Centre area was suffering stress as a result of the cumulative impact of a concentration of licensed premises. The project objectives were to assess the level of evidence in favour for and against the creation and adoption of such a policy.
- 1.2. The project was undertaken and data collected by the following methods:
 - A responsible authority working group was established to discuss the progress of the project. The group was formed with representatives from Environmental Health, Metropolitan Police, Planning and Licensing.
 - Consultation was carried out with the following parties
 - i) Licensed premises
 - ii) Responsible authorities and major stakeholders
 - iii) Local residents and business
 - A consultant specialising in the night-time economy was contracted to carry out an observational study and a statistically significant survey of 4,000 residents and businesses.
 - Data was obtained from responsible authorities.
- 1.3. The evidence produced was wide ranging and consisted of crime data, anti-social behaviour data, service requests (noise complaints relating to licensed premises) licensing statistics, hospital admissions and local residents' and businesses' opinion on the introduction Cumulative Impact Policy.
- 1.4. Most residents surveyed said they experienced and witnessed problems associated with licensed premises within the area in the evening and at night. Residents were also mainly supportive of further action, including a cumulative impact policy to try and address these issues.
- 1.5. A considerable amount of negative activity associated with the night time economy of the town centre area was identified.
- 1.6. Following the initial consultation in November and the evidence gathered as part of this project, a policy was drafted for formal consultation. Consultation was undertaken with all the bodies listed in Section 5(3) of the Licensing Act 2003.
- 1.7. Formal consultation started on the 30 June 2009 for a period of twelve weeks ending on the 23 September 2009. Consultees were invited to comment on the proposed draft policy and provide any evidence in support or against the need for such policy. On conclusion of the consultation exercise, all consultation comments were considered with the majority supporting adoption of the proposed policy.

2. CUMULATIVE IMPACT

- 2.1. "Cumulative impact" is not mentioned specifically in the Licensing Act 2003 (LA2003). It is however mentioned in the guidance issued by the Secretary under section 182. It is defined as the potential impact on the promotion of the licensing objectives of a significant number of licensed premises concentrated in one area.
- 2.2. In accordance with the guidance, where the cumulative effect of many licensed premises within an area gives rise to problems of public disorder and nuisance to the surrounding area, the Council may consider it inappropriate for any further licensed premises to be established in the area or permitted hours of operation to be increased. Therefore, through adopting a special licensing policy for Fulham Town Centre area, the Licensing Authority will be empowered to reject new applications and restrict changes to existing licences following a valid representation.

3. NUMBER OF PREMISES WITHIN THE BOROUGH

- 3.1. The borough has a total of 884 premises licensed under the Licensing Act 2003; this figure includes all premises such as pubs, restaurants, nightclubs, off-licences, take aways, cinemas and hotels.
- 3.2. There are currently sixty-nine licensed premises falling within the proposed area which may be affected by the implementation of the special policy.
- 3.3. Based on the capacities of venues, Fulham Town Centre can see upwards of 3,000 people in the area at any one time. This is further exacerbated when Chelsea Football Club is playing at home. On match days up to 42,000 fans pass through the Broadway, many of them using the licensed premises and local facilities.

4. PROPOSED CUMULATIVE IMPACT AREA

- 4.1. The geographical boundary of the proposed special policy was considered by the working group and decided based upon historic complaint mapping and intelligence from the Metropolitan Police and Responsible Authorities. The Proposed Cumulative Impact Area (CIP) can be seen in Appendix 1.
- 4.2. During the consultation study on the proposed area, the majority (79%) of people said that they agreed with the boundaries that were used on the map. The same area with only minor changes was used for the formal consultation.
- 4.3. The main areas that residents felt should also be included were the residential side streets off Fulham Road / Fulham Broadway area, e.g. Effie Road, Barclay Road. However it was felt that these streets should be adequately protected by planning designation as residential land use. Therefore, it would

be extremely unlikely that a building that was zoned for residential would receive planning permission for a change from residential to leisure use.

5. CONSULTATION PROCESS

51. In order to give a scientific basis to the necessity of a special licensing policy and to give a strong evidential foundation to the policy, consultants were engaged to initially consult and monitor within the proposed area. The aim of the study was to produce independent and robust observational and public opinion data on the cumulative impact of the evening and night-time economy in Fulham Town Centre.
- 5.2. The study comprised two separate strands of research. The first was an observational study which involved the training and deployment of 6 field researchers around Fulham Road on various nights who observed the behaviour of those using the town centre. The objectives were to capture incidents of low level crime and anti-social behaviour which would have an impact on the area but may not necessarily be recorded by the Police.
- 5.3. The second part of the study involved a statistically significant survey of 4,000 residents and businesses within a boundary of 200m of the proposed stress area.
- 5.4. The Council then carried out a formal 12 week consultation concerning adoption of the proposed special licensing Policy (Appendix 2) starting on 1 July 2009 and ending on the 23 September 2009. The consultation was carried out in accordance with the guidance issued under the Licensing Act. The consultation was placed on the Council web site, advertised in H&F News and received wide press attention. Consultees included:
 - Residents' associations
 - Licensed premises
 - Metropolitan Police
 - Fire authority
 - Ward Councillors
 - Drug and alcohol action team
 - Crime and disorder reduction partnership

6. CONSULTATION RESULTS

- 6.1. A copy of the responses received via the internet are attached for information at Appendix 3.
- 6.2. The Council's twelve week consultation returned 47 written responses. Overall, 45 were received via the internet and 2 received as letters. The vast majority show support for the adoption of a special policy.
 - 1 response chose to make no comment and 1 was unreadable.

- 4 repeated comments suggested that problems arose as a result of closing times being too restricted and supported longer opening hours.
- 2 felt that there were not enough licensed premises and would support new business and that competition should be allowed to control numbers of premises.
- 2 responses expressed concern about the policy not extending further.

7. SCRUTINY

- 7.1. The report was taken to scrutiny on the 11th November 2009. The Committee made the following recommendation:

“That the Committee notes the report and fully endorses the adoption by the Council of the special policy relating to cumulative impact for the Fulham Town Centre Area.” – **RESOLVED**

8. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

- 8.1. There are no legal implications which are not considered in the body of the report. The Council is empowered to make revisions to its statement of Licensing Policy by virtue of section 5 of the Licensing Act 2003. The special licensing Policy will be incorporated into the Council's existing Statement of Licensing Policy. The decision to adopt the new policy must be made by full Council

9. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 9.1. The recommendations of the report seek to adopt a special policy that will enable the Council as the Licensing Authority to reject new applications and restrict changes to existing licences following a valid representation. As such, there is likely to be minimal financial impact upon the Council.

10. RECOMMENDATION

- 10.1 That Cabinet recommends the Council to approve and adopt the special licensing Policy and area for the Fulham Town Centre as set out in Appendixes 1 and 2 to this report, and that it be incorporated into the Council's current Licensing Policy.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext. of Holder of File/Copy	Department/ Location
1.	Guidance Issued under section 182 of the Licensing Act	Oliver Sanandres X2213	Environment Services Department / 5 th Floor Town Hall Extension
2.	FULHAM TOWNCENTRE CUMULATIVEIMPACT AREA REPORT MAY 2009	Oliver Sanandres X2213	Environment Services Department / 5 th Floor Town Hall Extension
3.	Statement of Licensing Policy – November 2007	Oliver Sanandres X2213	Environment Services Department / 5 th Floor Town Hall Extension
4.	Fulham Town Centre cumulative impact are report summary May 2009	Oliver Sanandres X2213	Environment Services Department / 5 th Floor Town Hall Extension
5.	Scrutiny Committee Minutes 11 th November 2009	Jenni Atkinson x 2038	Committee Services

CONTACT OFFICER:	NAME: Oliver Sanandres EXT: x2213
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APPENDIX 2

Draft special licensing policy for Fulham Town Centre Area

1. The Council has decided to introduce a special policy relating to cumulative impact as provided by the Secretary of State in the Guidance issued under section 182 of the Licensing Act 2003 (paragraphs 13.24 to 13.39) and the Council's own Statement of Licensing policy dated November 2007 at paragraph 4.3 to the Fulham Town Centre Area (being the shaded area and all premises which have a principal form of access onto the shaded area as shown on the plan in Appendix 1)

2. "Cumulative impact" means the potential impact on the promotion of the licensing objectives of a significant number of licensed premises concentrated in one area.

3. The Fulham Town Centre Area has been identified as being adversely affected in terms of the licensing objectives because of the cumulative impact of the concentration of drink led premises. There is evidence that the cumulative impact includes serious problems of crime, disorder and public nuisance. Having regard to the evidence, the Licensing Authority has been satisfied that it is appropriate and necessary to include an approach to cumulative impact. The evidence for this special policy may be viewed on request at the Council Offices.

4. Applications for new premises licences, club premises certificates or any variations within the Fulham Town Centre Area that are likely to add to the existing cumulative impact will normally be refused where a relevant representation has been made, unless the applicant can demonstrate that there will be no negative cumulative impact on one or more of the licensing objectives. Accordingly, the presumption of refusal in this policy is not absolute and the circumstances of each application will be considered where a relevant representation has been made.

5. The presumption of refusal does not relieve responsible authorities or interested parties of the need to make a relevant representation. Applicants will need to address the special policy issues in their operating schedules. If there are no representations the licensing authority must grant the application in terms consistent with the operating schedule submitted.

6. The cumulative impact policy will be kept under review by the Licensing Authority.

Fulham Broadway Saturation

Policy Overview

From **02/07/2009** to **24/09/2009**, London Borough of Hammersmith & Fulham ran a consultation entitled '*Fulham Broadway Saturation Policy*'. This report covers the online element of the consultation process, which was run from <http://www.citizenspace.com/local/lbhf/SaturationPolicy>

Topic 1: Comments

Q1: Your comments on the Saturation Policy proposal:

There are 45 responses to this question. Please see Appendix A for the text of these responses.

Appendix A

Your comments on the Saturation Policy proposal:

1. I have several very simple points which support a tighter control on the type of venues proposing to add to the writhing mass of existing establishments. The first is the amount of vomit, rubbish, empty glasses which result from these places. The second is the amount of unruly bodies which fill the pavements not just outside the venues but anywhere you happen to be unfortunately enough to have to walk as they zig zag drunkenly across the pavements or through local shops and bash into you, not to mention the foul language, shouting and screaming. The thing I personally find most frightening is the way they either overflow outside these places into the street or just stagger out in front of you when you're driving-I'm terrified of knocking one of them over and have had to slam on the breaks several times to avoid doing so. Thirdly it is extremely difficult- no impossible- for the many local residents to find somewhere to go out themselves in the evening where they can avoid this mess.

2. I believe that this proposal is a step in the right direction but I also believe that the council and police need to take further action to reduce the amount of drunken and anti-social behaviour that occurs week in, week out around Fulham Broadway. The council should consider reducing the number of licensed premises or requesting that the format of some premises is changed to be more welcoming to older, local residents. Promotions and offers for cheap or free drinks should be banned and perhaps the age for drinking alcohol in the zone should be increased to 21 (if legally possible). I speak as a local resident who steers clear of Fulham Broadway on Thursday, Friday and Saturday evenings because the behaviour of (usually non-local) drinkers is so out of hand and unpleasant. Seeing guys urinate in the street as you walk home, or picking your way round vomit and rubbish, is one of the considerable downsides of living in this neighbourhood. If Fulham Broadway was no longer regarded as a "drinking destination" in London, then the quality of life for local residents and workers such as shop assistants and the police would improve significantly.

3. Thank you for not granting any more licences for pubs/bars or granting extensions of licences in the saturation zone. I fully support the idea of restricting existing licensed premises. We, your voters, will be grateful for it!

4. I think that residents will never be happy. When there are no bars restaurants and nightlife the area is not attractive and people do not move in. When there is nightlife people complain about noise. The best solution would be to provide incentives to build bars and clubs in industrial areas (see off Carnwath Rd). Alternatively, venues could be built on adapted barges docked somewhere along the river like happens in many European cities. I agree that there must be a limit

on new venues in residential areas but the council must provide an appropriate nightlife development strategy.

5. As a resident in a very nearby area, I strongly support the proposal and would urge the council to extend the proposal to put restrictions on existing premises. This is a huge problem for our neighbourhood and it is already out of control. We can not go to town center for shopping or restaurants due to extreme rowdiness. It is very uncomfortable even sitting in our living room with levels of noise and antisocial behaviour on our street until the morning on Friday and Saturdays. Large part of the problem is places with cheap drinks and sports bars. This attracts lots of people from outside the borough to travel here to cause trouble and litter the streets. Licensing should be used to create premises which can also be enjoyed by the residents.

6. We support the initiative to introduce a special policy in relation to cumulative input.

7. I am not sure limiting the number of bars opening is going to make a difference. To a certain extent competition will dictate the number that can survive. Perhaps it would be better to control via limiting opening hours.

8. I agree with this person's statement (below) - it's ridiculous that closing times are so early, you force people to binge drink early in the evening, you get rowdy behaviour. Plus, if you're going to give licences to places like Belushi's then that's the kind of crowd you get. Why not give licenses to some wine bars? The main problem is caused by the 2-3AM closing time restriction during the weekends, and the happy hours promotion. This forces people to drink as much as they can until 7/9PM and then they only have 3-5h in front of them to have a good time. It is when they are in really good mood and full of energy that the bars and clubs switch off the music and push them in the streets. Of course in that state and having nothing to do, they start to behave very badly. Solution: We need to have bars/clubs with longer opening hours 5/7AM like anywhere else in Europe. It will help keeping these partying people indoors until they are completely exhausted. Look at the mess in the West End at 2AM... Why? Because so many people very excited are pushed in the streets at the same time. Longer opening hours will encourage people to drink slower as well.

9. I support the whole idea of restricting further licences in the area. It has become dirty, entire areas neglected, rowdiness, drunken behaviour etc. Ideally some officers should be checking regularly the streets. It is shameful and embarrassing to see some people urinating in the streets and no police in the area to stop it, in front of women and children.

10. I LIVE ON FULHAM BROADWAY, AND THE NOISE FROM PEOPLE LEAVING THE PUBS AT NIGHT IS EXTREME, NOT ONLY DO WE HAVE THEM COMING ONTO OUR ESATE AND USING IT AS A TOILET, BUT NOE

hAVANA HAS GOT ITS LATE NIGHT LICENSE BACK THE BURGER BAR OPPERSITE US IS NOW STAYING OPEN UNTIL APPROX 3.30.AM SO WE HAVE THE NOISE FORM PEOPLE COMING OUT OF THE PUBS AND THEN THEY HANG AROUND THE BURGER BAR SHOUTING, THIS SITUATION CAN NOT BE ALLOWED TO CONTINUE, I AS A RESIDENT WILL NOT GO OUT IN THE BROADWAY AFTER 10PM ON A THURSAY, FRIDAY SATURDAY, SUNDAY EVENINGS.

11. Limit late opening hours 2. Limit further licenses 3. Get the cleaning crews onto the street at 1am - nothing like starting to clean up for people to get the message to "go home" 4. Actively police anti-social behaviour: issue £50 spot fines for urinating/ vomiting/ littering

12. It's wise, but be sure that it doesn't force the businesses to buy further down the road (Aka North End, or perhaps properties in Munster or Dawes) as this will only widen the problem area. There will still be drunks, they'll just be wandering further, although I suppose that means they'll be working off the alcohol!

13. This seems an entirely sensible idea and one which I would support.

14. I fully support the Saturation Policy proposal. I walk / drive through the area to get to my home. At nights and on match days, the area is like a war zone with boisterous drunks, noise, road accidents waiting to happen, litter and general filth. I would aslo ask that consideration also be given to: 1) removing whatever entitlement permits bars and pubs to have their patrons drinking outside their premises. Often, to avoid the mayhem, one has to walk along the road becasue the pavement is full of drinkers. Also, on match days, when things are particularly boisterous and intimidating, drinkers outside pubs from opposite teams tend to goad each other into battle. 2) extending the zone to include Fulham Road in the area of the Munster Raod cross. There is s growing problem there on match days with heavy drinkers (apparently from opposing teams' support) outside pubs on both sides of the Fulham Road indulging in 'tribal' taunting. By the close of last football season, there had been two all-out battles on the road and after the last couple of matches, there were nine (9 !) policemen on precautionary watch at the road cross ready to intervene. - But that, ofcourse, doesn't make things any quieter or less intimidating. - It just stops the drinkers killing each other. - Again - WHY are bars allowed to have their drunken patrons drinking OUTSIDE their premises? - If they were inside while drinking, things swould be far better.

15. kghjgjhghj

16. There is an increasing problem in Fulham Broadway at night and I think there should definitely be a restriction on drinking hours and no further licences be given to new premises. As a local I would like to be able to support the good restaurants in the area and visit the cinema - I rarely do either because of the problems highlighted. When football is on it is unbearable and quite frightening.

Something must be done immediately.

17. I agree that there are already too many drinking establishments in these areas. The drunks on our streets at night are a disgrace. Fulham Broadway despite attempts to improve the area is considered by most people as a no go area at night.

18. I fully support the proposed policy of limiting both the number of licenced premises and also the hours of operation. I can see no justification for the majority (namely residents) to be seriously inconvenienced by the very anti-social behaviour of the minority (some of whom undoubtedly travel into the area because of its reputation).

19. Hammersmith & Fulham compared with other inner London boroughs, is fairly quiet on Friday and Saturday nights. The most significant problems appeared to go away once the School Disco night at Hammersmith Palais finished. Licensing & opening hours are already fairly strict in the borough (very few late night venues). Because of this I usually travel outside of the borough when going out, to places such as Islington and Camden. Perhaps it would be more worthwhile speaking to boroughs and seeing how they manage their night time economy. Especially as the number of bars in Fulham seems relatively sparse in comparison to these other places

20. There are too many bars in the Broadway offering cheap drinks, so called happy hours that extend for most of the evening. The customers are so drunk, they urinate in the street, cause fights, overload the hospital emergency departments and are generally very unpleasant at the bus stops in the area. Please ban these offers. It is nice that there are places to go in the area but these offers attract people who just want to get drunk and cause trouble. In the Parsons Green area outside Fests, there is often broken glass on the pavements which is not cleaned up by them but the local street cleaner. Customers are noisy and often destructive when they leave at closing time. Now it appears that there is another licencing application for a new bar opposite. Instead of more bars could we have some useful shops?

21. I applaud any action taken to deal with drunken loutish behaviour in Fulham. It is depressing that the Borough Council has to contemplate this action because the breweries and other businesses selling alcohol indiscriminately appear to be unwilling to control the amount of alcohol they sell to their customers, and also appear to abdicate any responsibility they have to discourage disorder and anti-social behaviour. Although I do not have much experience of Fulham Broadway late at night I am not surprised that the borough council has decided that it is necessary to introduce a more stringent policy in this area. My main concern is that a policy to regulate more strictly the bar businesses in Fulham town centre may result in the problems of disorder and mayhem migrating to other areas of Fulham. I live in a residential area just off Fulham Road between Parson's Green

Lane and Munster Road. Until recently we had to endure the utter misery of living near the Leopard Lounge, and we had to fight hard to stop it from operating after midnight, disgorging rowdy drunken louts into our streets while we were trying to sleep. Although mercifully the Leopard Lounge is no longer in operation near us, we still have two other bars in the vicinity which create nightly mayhem particularly acute at the weekends. My fear is that the rapacious operators of these bars will be encouraged to seek later licenses in our area and to subject us to unutterable misery if Fulham town centre is brought under some kind of control. So, my plea is that the residential areas not far from the town centre must also be protected from this nuisance. The special licensing policy should be available to our area as well, and there should always be a presumption against the operation of bars and clubs after midnight near residential areas.

22. Maybe quality rather than quantity should be the main focus. Even if individual premises are well run or well staffed, if you are serving individuals pint upon pint of cheap snakebite before sending them home then they are most likely to vomit on the locals' doorsteps. I am of the belief that the area of Fulham Broadway could do with one or two nice bars that are open past the midnight curfew and that there are a couple of bars that could do with shutting down permanently as they add nothing to the area.

23. I would be very pleased if the Council introduced a special policy in relation to cumulative impact regarding licensed premises, clubs and so on. Let's clean our Borough up, protect our children, young people, residents and shop keepers from drunks and their doings and bad behaviour. Police time too would be spared to do other jobs necessary for our protection.

24. A large percentage of the licensed premises in the Fulham Broadway area are focussed on attracting overwhelmingly young people. Unfortunately in the evenings (particularly Fridays and Saturdays) these premises become predominantly associated with heavy binge drinking with predictable consequences. At best this involves groups of people making considerable noise in the streets often very late at night and leaving a trail of detritus behind, at worst it degenerates into violence of various sorts. Although this area is designated as a town centre, it is also a residential area. The only way to protect the amenity of residents plus reduce the antisocial behaviour associated with such style of drinking (recently highlighted in international surveys as the new British Disease) is to curb and roll back this particular type of nighttime economy. It is simply unacceptable and irresponsible to allow a predominance of these types of licensed establishments in the Fulham Broadway area. I therefore support the Saturation Policy as proposed by H&F Council.

25. I agree with the proposed policy but the same caution should be applied in the surrounding streets of the saturation zone as well.

26. The area is already over-saturated with late-night establishments, with the

result that Fulham Broadway attracts , from a wide area including from well outside the Borough, people looking for a late night out. Sadly, however, this brings with it serious inconvenience to residents, with noise, rowdiness, drunken behaviour and occasionally violence too. So, no new licences please, and appropriate restrictions on the hours of those establishments already with licences.

27. the council has made great efforts to improve fulham broadway, decent bars clubs and restaurants are part of it, but the place is now overrun on friday and saturday nights with scenes of mayhem. if it cannot be controlled the number of establishments needs to be limited or the type of establishments changed- more restaramts less pubs etc.. apparently these areas are referred to as 'drinking villages' which says it all. i live on eel brook common and the noise from people coming home is often terrible...but the planes are much worse!

28. I believe that the bars and clubs of Fulham bring much needed business and jobs to the area. However more control needs to be excercised over the unruly behaviour.Competition will sort out which and how many can survive. Fulham Broadway area used to be a complete dump - a nothing area- now it has a certain livliness that seems to have improved the area . If there was a way of controlling the drunks, vomiting and urinating in the street. I would welcome any new business into the area.

29. To ban more bars without resticting football matches is ridiculous - it is almost always on Chelsea match days that problems occur from excess traffic and parking pressure to antisocial behavior. The bars are not the problem it is the people in them.

30. I completely agree that Fulham has reached saturation point on new pubs and clubs. We too, are tired of warning our children to step over vomit and broken glass, and are tired of being woken up frequently by the drunken element leaving the venues. Certainly we have enough places for people to drink around here! We have lived in both the Fulham Broadway and Parsons Green areas, and anywhere you mix ignorance and alcohol, you get trouble for the residents. I do not agree with another comment someone made about not living in Fulham if you want a quiet neighborhood - there is nothing wrong with wanting to live in a vibrant, metropolitan place, but the partying element lack common sense and courtesy towards the residents. What we really need is a much bigger police presence around the hot spots during problem times (I was actually told by the police once that they couldn't do anything about so-called noise disturbances!). And while I do appreciate the frequent street cleaning, don't forget the pavements, which suffer more than the streets do! Between the vomit, spit and dog mess, it is less fraught to walk in the street!

31. None

32. We also have this disturbance daily on the Uxbridge Road near Covedale Road. What about looking at this area as well as Fulham.

33. The main problem is caused by the 2-3AM closing time restriction during the weekends, and the happy hours promotion. This forces people to drink as much as they can until 7/9PM and then they only have 3-5h in front of them to have a good time. It is when they are in really good mood and full of energy that the bars and clubs switch off the music and push them in the streets. Of course in that state and having nothing to do, they start to behave very badly. Solution: We need to have bars/clubs with longer opening hours 5/7AM like anywhere else in Europe. It will help keeping these partying people indoors until they are completely exhausted. Look at the mess in the West End at 2AM... Why? Because so many people very excited are pushed in the streets at the same time. Longer opening hours will encourage people to drink slower as well.

34. Restricting the number of licensed premises is a worthwhile & sensible step. Fulham Broadway & its surrounding area is not a safe or pleasant place to be on a Friday or Saturday night or on any day when Chelsea are playing at home. I do not understand why it has taken the authorities so long to realise this fact

35. I am in favour of restricting new licences in the Fulham Broadway, Fulham Road area and of very strict supervision of existing licenced premises. The visible police presence at Fulham Broadway is very reassuring to those who have to pass through the area late in the evening.

36. I think that restriction should be made to opening times for Bars like Belushi, Havana, Slug at Fulham Bar. They should all close at normal licensing hours to help avoid problems below. The customers congregate at the pavement during and after closing time and endanger the public using it as they have to walk around the crowd - by walking through the ROAD and endangering ourselves on a daily basis. This is ridiculous and unacceptable. Plus vomit, noise, rowdiness and antiocial behaviour towards others public users and the neighbourhood. Plus general bolshie intimidating and threatening drunken behaviour. from drunks....

37. Fulham Broadway is a no go area at the weekends for local residents the bars spill out on to the streets and pavements i suppose because of the cigarette ban inside

38. I support the policy and hope that it leads to variations in the licensing hours - as many have said Fulham Broadway and the surrounding streets/eel brook common are becoming a no go area and whilst there might be a Police presence on the Broadway itself most of the mayhem happens in the side streets on the common.

39. The main problem is caused by the 2-3AM closing time restriction during the weekends, and the happy hours promotion. This forces people to drink as much

as they can until 7/9PM and then they only have 3-5h in front of them to have a good time and liberate all that energy accumulated during the week. It is when they are in really good mood and full of energy that the bars and clubs switch off the music and push them in the streets. Of course in that state and having nothing to do next, they start to behave very badly. Solution: We need to have bars/clubs with longer opening hours 5/7AM like anywhere else in Europe. It will help keeping these partying people indoors until they are completely exhausted. Look at the mess in the West End at 2AM... Why? Because so many people, very excited, are pushed in the streets at the same time. Longer opening hours will encourage people to drink slower as well. Please note that I don't own any bar or club. Just a regular citizen.

40. I support the introduction of this policy

41. Disagree with the need for more licensing regulation. Fulham is a young, lively and fun area to live in and if people want to have more "quiet" then they should not live in Central London. I am married, a father of one and live within spitting distance of the so called impact area on Fulham Road and I actually enjoy having such facilities near-by. What the council should focus on imo is facilitating a lively nightlife but managing the impact by good policing and street cleansing. Nightlife does not cause us any noise burden to speak of (unlike air traffic which does), but our street frequently looks like a rubbish dump, so rather than impose rules on a sector that's already suffering, I like to see some more promotion, enforcement and perhaps some more bins. Hope this helps,

42. Fulham Broadway already has far too many 'open all hours' bars and pubs. The Saturation Policy sounds like a very good idea as there is a real need to curb the number of establishments of this type. Fulham (except for the Broadway area) is in general a quiet and civilised area and unfortunately these establishments tend to lower the tone and cause disruption over the weekends. On another note, the length of pub and bar licences should, in my opinion, be reviewed. For example, I find it bizarre that people can drink until quite so late on a Sunday night. Although I'm sure having lax licensing helps the bar owners to make a lot of extra cash, I'm not convinced that the more general implications of such a licensing policy is well thought through.

43. I agree the area has currently reached saturation point. I live on Dawes Road which is a popular route home for revellers and the level of noise and general rowdiness is excessive and goes on throughout the night until the early hours of the morning (4am / 5am) this is not just restricted to weekends but is also experienced during the week. I have to sleep with ear plugs in. In addition, empty bottles and cans of beer are left strewn around the street, on garden walls and hedges (incl. mine) - so increased litter and criminal damage are also a problem. It would be beneficial if police could heighten their profile in / around the streets when clubs and pubs are winding up to remind revellers that they are in a residential area, and that they should refrain from breaching the peace.

44. I fully endorse this proposal and hope the Council implements it as soon as possible. Not only am I woken up on a regular basis on Thursday, Friday and Saturday nights, I fear for myself and my young teenage children coming home from events on those evenings. We have a right to live in peace and safety and certainly I pay council tax on two properties to ensure that right. Please Please implement this strongly, and for a long foreseeable period of time.

45. I endorse your proposal to curb further entertainment licenses in the Fulham Broadway area.



London Borough of Hammersmith & Fulham

Cabinet

11 JANUARY 2009

CABINET MEMBER FOR CHILDREN'S SERVICES

Councillor Sarah Gore

INTEGRATION OF CHILDREN'S SERVICES COMMISSIONING

Wards All

SCRUTINY COMMITTEE
Education and children's services
DATE: January 2010

This paper sets out proposals to integrate Children's Commissioning between the Children's Services Department and NHS Hammersmith & Fulham. The aim of the development is to achieve a coherent approach to children's commissioning, improving services and aiming to improve outcomes for children, identifying improvements in access, quality and value for money in commissioning and delivery, whilst forging links with adult commissioning.

CONTRIBUTORS
 ADLDS
 DFCS

Recommendations:

- 1. That authority be delegated to the Director of Children's Services and the Managing Director of NHS Hammersmith & Fulham to put arrangements in place to implement the proposals set out in this report**
- 2. That authority be delegated to the Director of Finance and Corporate Services to agree the financial arrangements for the team and its activity with the Director of Finance at the PCT.**

HAS A PEIA BEEN COMPLETED?
YES

1. BACKGROUND

- 1.1 The establishment of the post of joint Chief Executive of the Council and NHS Hammersmith & Fulham and an integrated executive management team for the two bodies has enabled the opportunity to develop the integration of the commissioning of children's services. This has been based on a significant level of joint working between the two organisations, and a desire to increasingly enable a user-focused coherent set of services, improved quality in the context of tight finances, and improvements in health and wellbeing for the residents of Hammersmith & Fulham.
- 1.2 In Children's Services, there have been long established good joint working arrangements. The Children's Trust Board has been established since December 2003, and has met four times per year since. The representation at the Trust Board has been reviewed in 2009 to strengthen the arrangements and in the light of legislation currently going through Parliament. The role of the Trust Board will be clearly defined in the Terms of Reference to be considered at the next Trust Board in December - in particular, its role as a strategic commissioning body, responsible for the priorities set out in the Children and Young People's Plan and the performance of providers against those priorities.

2. PROPOSAL TO INTEGRATE CHILDREN'S COMMISSIONING

- 2.1 The proposal is to bring together and integrate key parts of children's commissioning from the Council's Children's Services Department and NHS Hammersmith & Fulham (NHS H&F). The aim is to achieve better outcomes for children by:
- Improving access, quality and value for money by commissioning children's services in a more coherent way.
 - Developing integrated delivery to provide a joined up and responsive service, using polysystems where appropriate.
 - Having one team which makes the most efficient use of commissioning capacity and has a single commissioning approach, bringing together World Class Commissioning and the Council's systems.
 - Fulfils the priorities in the Children and Young People's Plan and the PCT's Commissioning Strategy Plan.
 - Strengthens the integration of the Council and NHS H&F.
- 2.2 The proposal is to draw together the children's commissioning of the following services:
- Specialist and inpatient hospital services for children
 - Community paediatrics
 - Child health services including health visiting, school nursing, therapies etc
 - Maternity Services

- Child and Adolescent mental health (Tier 4 commissioning will be done at sub-regional level)
- Substance misuse
- Commissioning Children's Services from the Voluntary Sector
- Tackling Teenage Pregnancy and Young Mums' Services
- Youth Services
- Parenting commissioning
- Connexions

The Joint Commissioning unit would also have responsibility for developing the Children and Young People's Plan.

3. INTEGRATING THE ORGANISATION

- 3.1 The AD Commissioning and Performance from Children's Services will lead the integrated team as the Programme Director Children's Commissioning. The Programme Director will manage both NHS and Council Children's Services commissioners responsible for those services and be managed by NHS H&F Managing Director for, in the first instance, one year. The Programme Director will be a member of both Children's Services DMT and NHS H&F Executive Group. Most of the team will re-locate to the NHS H&F offices at Hammersmith Broadway.
- 3.2 The activity to produce a Children and Young People's Plan will be carried out in conjunction with officers in the Planning and Performance team within the Children's Services Department. Responsibilities for the Children's Trust Board and the Local Safeguarding Children Board (LSCB) will continue to be held by the Programme Director, with a dotted line management relationship to the LSCB and Safeguarding manager and administrator.
- 3.3 The detailed integrated management arrangements will be agreed through a document setting out the terms and conditions relating to the agreement, staffing and finance. The work of the team will be reviewed every six months from its inception and there will be rights to terminate the arrangements.
- 3.4 In the agreement, the joint bodies will not be using powers to delegate or transfer functions to one another. This means that the Director of Children's Services is not delegating his formal functions to the Managing Director, but the powers used mean that the Managing Director can act as a Council officer in relation to the integrated functions (and therefore can have actions delegated to her from Cabinet etc). Ultimately, the Director of Children's Services remains the person responsible for the statutory duties of the Director of Children's Services.
- 3.5 The existing staff will retain their current terms and conditions. New staff will be appointed to vacant posts according to where they originated, but taking account of the priorities to be achieved by the team. Any efficiency savings in removing posts will accrue to the organisation from which the post came.

- 3.6 Consultation with all staff and unions has taken place. A three week period was allocated to consultation and a proposal paper was sent to all staff. Meetings have been held with staff. All staff were positive about the proposed changes.
- 3.7 This paper will have been agreed by the Children's Trust Board on 7 December 2009. Cabinet and the NHS H&F Board have both received this paper for approval.
- 3.8 The remainder of the duties for which the AD Commissioning and Performance has been responsible have been allocated to members of Children's Services DMT.

4. OBJECTIVES

- 4.1 The objectives of the joint commissioning unit will initially be to:
 - 4.1.1 Develop a fully integrated Children and Young People's Plan to ensure it focuses on the priorities for commissioning across all agencies and takes account of significant strategic developments such as poly systems.
 - 4.1.2 Lead on developing the model of service delivery for children's in the polystem.
 - 4.1.3 Lead the development of the plans for maternity services, liaising with colleagues across the NW sector as appropriate.
 - 4.1.4 Develop the Children's Trust Board to fulfil the statutory requirements including responsibility for the Children and Young People's Plan, reviewing the needs assessment (including the JSNA), performance against targets for all ECM outcomes, early intervention and taking account of safeguarding issues raised through the LSCB.
 - 4.1.5 Structure the commissioning team to best meet the priorities of the joint commissioning agenda, including most coherent use of the voluntary sector.
 - 4.1.6 Use integration to improve access, quality and value for money.
 - 4.1.7 Review the structure of the services and provide models, including integrated teams, that address the needs of the community and procure those agreed models, including services for disabled children.
 - 4.1.8 Develop the World Class Commissioning framework to deliver improved children's health and social care services.
 - 4.1.9 Where appropriate, use commissioning expertise to review service areas currently directly provided in Children's Services.

- 4.1.10 Review the potential for the use of section 10 pooled fund arrangements.
- 4.1.11 Integrate the safeguarding agenda, set out in the LSCB, with commissioning activity.
- 4.1.12 Make links with other commissioning activity - dentistry, sexual health, LAC, SEN, adult services to achieve the full potential of the integration in terms of both effectiveness and efficiency.
- 4.1.13 Report in 12 months time on the impact of the arrangement and its implications for further integration.

5. FINANCE

- 5.1 There will be a financial protocol agreed as part of the integrated management arrangement. The staffing budgets and commissioning budgets will continue to be managed and reported to the relevant organisation. The requirement to achieve MTFS savings will continue to be borne by the funding streams from the Council and any savings targets set by the NHS H&F Board will be borne by the funding from the NHS H&F. Any deficits will be the responsibility of the relevant organisation. The aim will be to ensure that the integration will not create any additional billing to either organisation of accommodation and other overheads costs.
- 5.2 The budgets for 2009-10 are:
- LBHF staffing and commissioning - £5,600k, of this £3,025k is mainstream funding which had previously been Area Based Grant.
 - NHS H&F staffing and commissioning – £9,200k.

6. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 6.1 This paper sets out proposals to integrate Children's Commissioning between the Children's Services Department and NHS Hammersmith & Fulham. The Audit Commission have already indicated that the establishment and operation of such arrangement will be a primary consideration in the audit of the Council's accounts.
- 6.2 The appointment of a joint head of commissioning is the initial collaborative step in an integration process that will take time to evolve. Given the legal requirement for the organisation to produce two different sets of accounts, it is important that financial arrangements are integral to any further integration proposals.

- 6.3 In general, there are a variety of models which may be suitable to determine an appropriate sharing of costs depending on the circumstances of the specific team in question. Options include but are not limited to:
- An appropriate charging split is agreed between Council and PCT annually for the cost of the full team;
 - the integrated team works across boundaries and time records in order to allocate the correct charge to the correct budget.
 - individual members of staff within an integrated team only do work for the organisation employing them, which in turn pays their salary from the appropriate budget.
- 6.4 In the first instance, the IMA and HR protocol mean that the Head of Commissioning will use s113 powers to enable them to act as officers of both organisations, regardless of their employment status. At this stage of the integration therefore it is proposed that the costs associated with the post of Head of Commissioning (including support) are apportioned between the two organisations in accordance with the size of the commissioning budget. The remainder of the team are deemed to continue to work for their employing organisation. This will need to be monitored and reviewed so that any proposed changes are captured in a timely fashion.
- 6.5 The budgets used in the apportionment of the Head of Commissioning are set out in para 5 and the appropriate proportions are set out below.

	£000	
· LBHF staffing and commissioning	5,600	38%
· NHS H&F staffing and commissioning	9,200	62%
	14,800	

This table does not take into account the potential double-counting of services commissioned by the PCT from Children's Services.

- 6.6 In terms of financial controls, administration and reporting, accountancy support will continue to be provided both from the PCT and Children's Services Finance. Similarly the financial approvals and procurement processes of the relevant organisation will apply to the appropriate element of the integrated service.
- 6.7 As pointed out in the body of the report, each organisation takes responsibility for its financial planning and the value of the integrated budget will be individually determined by each of the organisations concerned.

7. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

7.1 S.113 of the Local Government Act 1972 allows the Council and NHS H&F to place their officers at each others' disposal, having first consulted with the officers concerned. Consent of the officers concerned will be required in the absence of sufficient mobility clauses in their contracts of employment. Officers will remain employed by their original employer under their original terms and conditions and this will need to be borne in mind in relation to the management of the integrated team. Suitable protocols and management arrangements will need to be developed to ensure that both the Council and NHS H&F comply with their employment responsibilities. The original employer will be responsible for any formal action necessary under the contracts of employment and will remain liable for any employment claims subject to any appropriate indemnities given by the other body. Legal Services will provide advice and assistance in the development of the arrangements.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	HR and Management Protocol for Establishing and Working in Integrated Teams	Debbie Morris x 3068 Samantha Atanda 0208 383 8611	HR LBHF NHS H&F
2.	Draft Integrated Management Agreement for Integrated Children's Commissioning	David Evans/ Carole Bell x5076	CHS LBHF

CONTACT OFFICER:	NAME: Carole Bell EXT: 5076
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Agenda Item 12



London Borough of Hammersmith &
Fulham

Cabinet

11 JANUARY 2010

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**

Councillor Sarah Gore

**CHILDREN'S SERVICES – INTEGRATED
CHILDREN'S SYSTEM IMPROVEMENT PROJECT**

This report seeks approval for the ICS Improvement Project and the funding for the Frameworki Development, Training and Support Team.

**Wards:
All**

CONTRIBUTORS

Richard Frost
Peter Houghton
ALDS
DFCS

Recommendations:

- 1. That the scope of the project be approved with one off project funding of £639,169.**
- 2. That ongoing funding is approved for the Frameworki Development and Support Team at £335,340 per annum.**

<p>HAS A PEIA BEEN COMPLETED? YES</p>
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1. PURPOSE

- 1.1 The purpose of this report is to seek funding for the Children's Services ICS Improvement Project and permanent funding for the Frameworki development and support team.

2. BACKGROUND & CONTEXT.

- 2.1. The Integrated Children's System (ICS), is a Government-led recording and information system designed to offer a single approach to the key processes of assessment, planning, intervention and reviews of services provided to vulnerable children. It was developed to enable local authorities to meet both the complex data requirements for performance assessment and to improve the standards and coherence of the records required to support the delivery of services to children. It is viewed by central Government as key to delivery of the "Every Child Matters" agenda in terms of improving outcomes and, in particular, safeguarding the most vulnerable children.
- 2.2. It is important to distinguish between ICS, which is the overarching conceptual framework, and the IT operating system designed to support it. In Hammersmith & Fulham this system is Frameworki, developed by Corelogic, which, of those systems commercially available, is the one most widely, used by local authorities.
- 2.3. There have been a number of clear benefits in terms of the implementation of ICS and the operating system Frameworki. In particular:
 - The quality assurance system embedded within it provides many opportunities for casework scrutiny and quality assurance.
 - There have been 16,500 cases handled within Frameworki since the system went live in 2006. Currently there are 2000 open cases comprising of approximately 55, 000 episodes (pieces of work) in progress on the system.

However, its implementation continues to be problematic in a number of areas. This was highlighted nationally in the Laming Review¹ which was commissioned following the tragic death of Baby Peter in Haringey to undertake a national review of safeguarding arrangements for children at risk and which raised a number of significant concerns about the ICS system. Specifically:

"Professional practice and judgement are being compromised by an over-complicated, lengthy and tick-box assessment and recording system. The direct interaction and engagement with children and their families, which is at the core of social work, is at risk as the needs of a work management tool overtake those of evidence-based assessment, sound analysis and professional judgement about risk of harm."

¹ The Protection of Children in England: A Progress Report

2.3. Our own experience in Hammersmith & Fulham mirrors these concerns. In particular,

- Workflows are cumbersome; the forms (exemplars) are complex, overly-prescriptive and repetitive. Compliance with the Government's requirements did not, until recently, allow any significant modification of the exemplars. Their prescriptive nature requires social workers to work through a set of fields and assessments domains which allow for little variation. The completion of the form can therefore become the main task, rather than the understanding of the family dynamic and circumstances in terms of its impact on the child.
- The exemplars are very time-consuming to complete, particularly in relation to child protection and looked after children, and while the original intention was that information would flow through the electronic process and help practitioners populate the exemplars, this has been difficult to deliver and most ICS systems have not had the ability to do this.
- Reflective thinking and analysis has been undermined by the needs of data processing with excessive amounts of social work time being spent on data entry.
- Risk assessment is not embedded within the design of the exemplars therefore social workers are not being encouraged to undertake one of the core roles they are required and trained to do.
- There are too many management "sign-offs" within the workflow. Ideally, a manager should be able to assign a piece of work and then be notified of its completion. In reality, managers are required to authorise numerous "sub-tasks" which when considering the complexity of some social work activity results in them being overwhelmed by administrative process which contribute little to their core role of ensuring safe practice.
- The collection and scrutiny of performance management data is seen to dominate the working lives of social workers and their managers at the cost of the more traditional social work tasks.
- It is hard to use the outputs to engage with children and families as the exemplars are too complex. Each child has its own set of records; therefore families who have a number of siblings are often confronted by large numbers of forms, which are difficult to understand without a high degree of comprehension and language skill.

2.4. In December 2008, the Government established the Social Work Task Force to conduct a comprehensive review of the social work profession and to look at how frontline social work practice needs to be improved. 'The Task Force was asked to advise on Lord Laming's recommendations, including those on ICS. Broadly, their conclusions were in agreement with those of Lord Laming's report in response to which the government has said that it will take immediate action to:

- Free up national requirements in relation to ICS, authorising local authorities and suppliers, in discussion with professionals, to remove 'forms' and 'exemplars' in local systems giving them more flexibility to use their professional judgement in deciding how they will comply with statutory requirements.
 - Improve support to local authorities through carrying out a usability review of each ICS product, providing procurement support and issuing guidance on how the ICS can be used to support practice.
- 2.5. In June and again in July 2009, Baroness Morgan wrote to all Directors of Children's Services in order to clarify the situation with respect to local IT systems and ICS compliance. In essence, her letter indicated that IT systems that support children's social care services should be locally owned and implemented within a simplified national framework of guidance. Specifically, it stated that local authorities will not be required to comply with the published specifications for ICS in order to receive capital funding for IT systems in children's social care.
- 2.6. In response to the reports and recommendations, the Children's Social Care Division mandated a review of social work practice, process and supporting systems that was social work-led. Initial work focussed on the exemplars within the system and improvements have already been made to these within the current project funding. A full review of practice, process and supporting systems began in July and was completed in October. The output is a report detailing process, system usability, reporting and training issues. This report has informed the development of a business case (attached) for a project to address the issues identified.
- 2.7. Since its original introduction in 2006, the DCSF has introduced a number of new phases to ICS as it has sought to revise the processes and forms and extend the scope of the areas of work covered, resulting increased complexity and data capture requirements. This had led to 2 to 3 software releases each year requiring development, testing, support and training. This work has been carried out by the Framework Development, Training and Support team in conjunction with HFBP, and this work has been in the main funded by DCSF ICS grants. Following the DCSF decision to relax the requirement for Local Authorities to remain ICS compliant the funding has been withdrawn, leaving a funding gap in relation to ongoing development, training and support requirements.

3. DRIVERS FOR CHANGE

- 3.1. In discussion with the Social Work Task Force, the Government has identified a number of key principles and expectations in relation to ICS.² These are:
- Local Authorities are responsible for ensuring that their children's social care services improve outcomes for children and that social workers are supported to practice effectively: this entails provision of effective IT systems.

² Local Authority Circular 22 June 2009: "ICS: Changes to policy principles and measures to support local accountability and improvements within a simplified national framework"

- ICT systems should enable social workers and their managers to record information that they need in order to do their jobs effectively and to demonstrate that they are meeting statutory requirements in ways that are consistent with statutory guidance.
- Systems should enable the extraction of data to support the collection of local and nationally required statistical collections.
- Systems will need to be capable with modification if necessary, of meeting future national specifications for interoperability, e.g. between individual local authorities local case management systems.
- Systems should take into account international usability standards, drawing on best practice in relation to web-based IT tools and be supportive of effective social work practice.

3.2. Within this context, the Children's Social Care Division require an IT system that supports Social work practice in order to:

- Meet statutory reporting requirements
- Identify trends in relation to effective interventions to further improve outcomes for children within the borough in line with the Every Child Matters agenda.
- Evidence good social work practice in relation to safeguarding.
- Undertake efficient processing of administration tasks and report production

3.3. Frameworki is one of eleven IT systems that support ICS and through contacts with other authorities, through DCSF forums and site visits undertaken at Wandsworth, Lambeth and Tower Hamlets as part of the review it is recognised that Frameworki is one of the best systems available. It is in this context that CHS management have made a decision not to replace the system.

3.4. The review undertaken within the Division has identified many of the same issues as highlighted within the Laming Report and Social Work Task Force in relation to systems and processes. This is not surprising given that LBHF have been compliant with ICS and are using an IT system designed to meet the requirements of ICS.

3.5. Broadly, these concerns can be categorised as follows:

- System Usability – there are issues in relation to presentation, form design, and the need to complete multiple records (with the same information) for children within the same family.
- Complex Processes – there are issues with complexity of finance/procurement processes and more generally with the number of sign off points within workflows.

- Training - There are issues with the scope and delivery of training provided in relation to the system, both in relation to new starters and existing staff
- Management Information - there are issues with the current reporting capabilities in relation to availability, quality and accessibility to managers
- Recording practice – there are no standard recording practices for Frameworki across the department.

3.6. The impact of these are:

- Compliance. Use of the system by staff within the Children’s Social Care Division is good overall; however small areas have been identified where this is an issue. In these areas there is an increased reputational risk in not being able to readily evidence the good social work practice that exists within these areas. In addition, in Hammersmith & Fulham, unlike in our neighbouring boroughs, the functionality of the system has been developed to support the finance/procurement of care packages for children. While this is clearly of benefit, failures in compliance may present an increased budgetary risk in that services may have been purchased that are not apparent to the budget holder through Frameworki. While compliance is a management issue, it is reasonable to assume that there is a higher risk of non-compliance if the system is perceived as complex and cumbersome and failing to deliver the practice benefits.
- Information and Data Quality. There is an increased safeguarding and reputational risk if key information is missing/not accessible. Front-line staff and managers will have an incentive to improve data quality if the outputs and reports are seen to be of real benefit in terms of the task.
- Use of Social Workers’ and Managers’ time. It is recognised by Laming that the key elements of Social Work practice that have the biggest impact on safeguarding are:

Direct contact with children and families

Robust risk analysis and assessment

Formulation of appropriate plans and interventions

Reducing the amount of time spent on processing/administration will provide more time for these key activities and reduce the risk to safeguarding.

4. PROJECT OBJECTIVES

4.1. To Improve Safeguarding by:

- Freeing up of 15% to 20% on average of time currently spent using Frameworki and undertaking administrative tasks, in order to enable social workers to spend more time:

In direct contact with children and families

Undertaking risk analysis and assessment

In supervision with managers in order to formulate appropriate plans and interventions.

This time saving is equivalent to estimated annual savings (non cashable) of £291,492

- Freeing up managers' time in order to:
 - Spend more time with social workers to formulate appropriate plans and interventions
 - Improve oversight to better monitor the quality of assessment and risk analysis
 - Identify and manage staff performance issues
- Improve data quality as evidenced by the elimination of started and unfinished or non started episodes, and the inclusion of fields for the capture of assessments and risk analysis. This will:
 - Improve the reliability of information in order to allow for better decision making
 - Enable evidence of good social work practice to be recorded in all cases within Frameworki.
- Improve accessibility and reliability of data for managers in order to:
 - At an individual child level, make timely changes to interventions that are not working
 - Use trend data to identify the services that have interventions that are working for different groups of children to enable the formulation of better intervention strategies.
- Improve the presentation of data by the introduction and family view, the ability to cross reference on screen to different records within a family

4.2. Improve acceptance of the system by Managers and Social workers by demonstrating an improvement in the "usability" rating from an average 40 to an average of 70 as measured by the DCSF ICS usability questionnaire.

4.3. Improve Training provision to ensure:

- All existing Complex Needs Staff have attended "applied Hammersmith and Fulham" ICS and Frameworki training.

- All new starters have received an introduction to Frameworki and “applied Hammersmith and Fulham” ICS and Frameworki training within 2 weeks of their start date.
- All Social workers and managers have a good standard of proficiency in the use of basic office applications.

4.4 To achieve savings of £80k in annual staffing costs within performance and planning and within children’s social care division as identified within the Departmental MTFS plan from September 2010. These will be as a result of improvements in provision of reports and the introduction of Corelogic’s Digital Dashboard a real time report presentation tool. In addition, in the longer-term it may be possible to release additional savings in terms of social work posts (through improving and more efficient workflow management); however at this point in time this is difficult to quantify.

5. PROJECT COSTS

5.1. The key cost elements to this project identified in the table in Appendix 1 are as follows

5.2. Development and Support - based on plans that have been defined for the development work identified during the scoping stage of the project. They include all elements of improvements in terms of usability and workflow that can be undertaken by the project team. It does not include key elements such as the “family view” that will be developed by Corelogic (Frameworki software supplier) to be included within software releases during 2010/11. These will be implemented by the Frameworki Development, Training and Support Team.

5.3. Social Work Practice Work stream – This will consist of 1 social work team manager and 2 principal social workers. Key elements of their work will be to undertake further process reviews, develop a consistent set of recording standards across the Children’s Social care teams, assist with the development of training as well as having a role in change management activity both during the life of the project and beyond.

5.4. Training - The project will address style, content and delivery of training and provide tailored training to all workers depending on level of need. Additionally, the project will put in place a more robust induction programme in relation to Frameworki and ICS as well as developing computer based training with the aim of reducing costs in the longer term. The project will also seek to address a wider training requirement in relation to issues with the general use of IT for a small number of identified staff.

5.5. Management Information - The project costs include allowances for requirements definition, development of reports and one- off licence and implementation cost for Corelogic’s Digital Dashboard. The costs are based on assumption that CSD will not be implementing the Digital Dashboard. Some of the costs will be shared if they decide to do so. The Digital Dashboard is a new tool provided by Corelogic which will enable managers at all levels to monitor key performance and budgetary

information in real time. This will enable improved performance management capability and budgetary responsibility at middle management level. York are undertaking the first implementation of the tool and it is also being taken up by both Brent and Wandsworth. Key drivers for Wandsworth are investing in the tool are to enable improvements in performance management, budgetary control and to provide efficiency savings within their performance and planning/development and support teams. Camden have recently introduced the business objects reporting tool with infoview (already present in LBHF) and have no current plans to purchase the Digital Dashboard.

- 5.6 Change Management Support - The project includes provision for change management support from the Organisational Development team. Support will be provided to the Social Workers seconded to the project and for Children's Social Care Management team in communicating and implementing changes to process and practice within the department.
- 5.7. EDMS - The corporate EDMS project has covered the original cost of back scanning, migration of documents from Frameworki and ongoing development costs for the integration to Frameworki. Additional are to be incurred for further back scanning as a result of the delayed implementation and to address Safeguarding issues in relation the current visibility of documents within EDMS to the users outside of Children's Social Care .

6. ONGOING FRAMEWORKI DEVELOPMENT TRAINING AND SUPPORT

- 6.1 CHS are seeking the inclusion of ongoing costs including staffing, HFBP and licence support costs within the MTFS. These costs are a result of the need to undertake continuing development, training and support in relation to ICS and the Frameworki system and reporting tools that supports it. The costs arise at this time as a result of a withdrawal of funding from the DCSF. The make up and costs of the team are detailed in Appendix 1
- 6.2 The requirement is driven by the following:
- There will be at least 2 major software upgrades during 2010/11 as DCSF compliance requirements are relaxed and further improvements to usability are delivered by Corelogic. These will require development, testing, support and staff training.
 - There is a 40% staff turnover within Children's social care, giving rise to a continual demand for training and support.
 - The need to ensure data quality is maintained once it has been addressed as part of the project.
- 6.3 The LBHF team requirements compare favourably with Wandsworth and Camden. Wandsworth have for the last 2 years run a team of 5 to undertake development, training and support. Wandsworth have not remained ICS compliant (therefore self funded) over the last two years and are in advance of LBHF in terms of usability,

data quality, compliance and training. They have also not developed the system as broadly and LBHF are leading the way in terms of finance and procurement. Key differences are:

- Wandsworth have a user base of 200 as opposed 500 in Hammersmith and Fulham.
- Wandsworth have not developed the system as broadly, for example they do not use Frameworki for finance/procurement processes
- No significant data quality or reporting issues.
- In team support provided by business support team (10 people).
- Used ICS exemplars as delivered (Hammersmith and Fulham's have been tailored to fit with social work practice)

Camden has a team of similar size structure for development training and Support and have remained ICS compliant throughout. They advise that there is a good level of buy-in from the service and that staff are well trained and compliant in using the system. Again, they have also not developed the system as broadly and LBHF are leading the way in terms of finance and procurement. Key differences are:

- User base - around 800 with approximately 200 of these relating to CAF - Hammersmith and Fulham currently have 500 users, expected to rise to around 700 with CAF.
- System not as broadly developed. e.g. limited use of finance/procurement capability.
- No significant data quality or reporting issues.

7. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 7.1 The Director is aware of the business imperative for carrying out this programme and has been consulted regarding both the one-off budget required for the programme itself and the ongoing budget requirement to support the work of the Frameworki development team following the Government's withdrawal of direct grant funding to support this.
- 7.2. The Director is also aware that whilst this programme identifies very little in direct cashable savings, the work carried out within the programme will enable CHS to deliver a number of the savings targets already outlined in their MTFS documentation.
- 7.3. On completion of the programme, a service review will be carried out by the Efficiency Team to identify whether further savings can be delivered either from the Frameworki development team, the CHS performance team or by reducing the number of social work practitioners.

8. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

8.1 There are no direct legal implications for the purposes of this report.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT 2000)
BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext. of Holder of File/Copy	Department/ Location
1.	CHS ICS Safeguarding Business Case	Richard Frost 2872	CHS Resources
2.	Social Work Practise Workstream Report	Georgina Rose 3621	CHS Looked After Children

Appendix 1: Detailed Costing

Project Cost Breakdown

Item	Cost
Programme/project management, and support	£62000
LBHF Development and Support	£176694
Social Work Practice Work stream	£84043
Training	£92411
Change Management Support and Communications	£45000
Management Information	£146339
EDMS	£32,682
Total	£639169

CHS Frameworki Development Support and Training Team Annual Costs

These are projected annual costs for the team and will in the main be incurred regardless of the project. Historically these have been funded by DCSF grants. There are at least two significant releases planned for the coming financial year.

Item	Cost
Development Manager	£59,681
Developer	£46,308
Trainer	£42,975
Support 1	£34,687
Support 2	£34,687
Support 3	£0 – Internal Transfer
HFBP	£117002*
Total	£335340

* Includes £42323 annual license costs incurred as a result of the project

Appendix 2: Detailed Costing ex Digital Dashboard

Notes on the Digital Dashboard

Currently managers have access to reports in 2 ways

1. Through Frameworki standard reports
2. From Business objects through a tool called infoview.

The reports are run can be run periodically and printed for use by managers.

The digital dashboard is a presentation tool that sits on top of the current Frameworki reporting capability, it can also sit over business objects reports that are also utilised within performance and planning, although this additional development has not been budgeted for.

The tool provides a desktop graphical display of realtime information for a predefined set of Frameworki reports relating to performance and budget. It will enable managers at all levels to monitor key performance and budgetary information in real time. This will enable improved performance management capability and budgetary responsibility at middle management level.

York MBC are undertaking the first implementation of the tool and it is also being taken up by both Brent and Wandsworth. Key drivers for Wandsworth investing in the tool are to enable improvements in performance management, budgetary control and to provide efficiency savings within their performance and planning/development and support teams. Camden have recently introduced the business objects reporting tool with infoview (already present in LBHF) and have no current plans to purchase the digital dashboard.

Estimated savings in relation to the tool are identified in section 4.4

Project Cost Breakdown

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Support 2	£34,687
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HFBP	£74679
Total	£293017

Agenda Item 13



London Borough of Hammersmith & Fulham

Cabinet

11 JANUARY 2010

**CABINET MEMBER
FOR HOUSING**
Councillor Lucy Ivimy

**FULHAM COURT ESTATE IMPROVEMENT
STRATEGY: PHASE 1: PHYSICAL
IMPROVEMENTS**

**Ward
Town**

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**
Councillor Sarah Gore

This report sets out work being undertaken to formulate an Estate Improvement Strategy for Fulham Court and seeks approval to the implementation of phase 1 –physical improvement programme. The estate has suffered from a number of complex issues for a long time and a strategy is being developed to transform it and improve the quality of life for its residents. The strategy is being developed through a multi agency steering group which has worked through a process to understand the problems and to develop a vision for transformation. The strategy will seek to harness resources from numerous sources to create a deliverable programme of physical and social improvements over the next 3-4 years

**HAS A PEIA BEEN
COMPLETED?
YES**

CONTRIBUTORS
CSD/HFH/FCS/LS/
ENV/NHSH&F/CHSD/
RSD
ADLDS

Recommendations:

- 1. That approval be given to the implementation of a Children's Centre (subject to any necessary statutory consents and comprehensive resident consultation).**
- 2. To approve a programme of consultation with residents to evaluate the possibility of physical estate improvement.**
- 3. To agree to earmark £4.057m of funding from the HRA Disposal Receipts over the years 2009/2013 to enable the works**

programme to proceed, subject to detailed resident consultation and further approval, and to agree the provisional annual budgets across the 2009/2013 years as shown in the body of the report (subject to confirmation at tender approval stage) and that £0.450m of grant funding be applied regarding the provision of a Children's Centre.

- 4. To approve the delegation to H&F Homes of the responsibility for the development and delivery of the physical improvement programme, subject to detailed approval being sought to the final scheme from Cabinet.**

1. INTRODUCTION

- 1.1 The development of Estate Improvement Strategies aims to contribute to the Council's objectives of creating a clean, green and safe borough to live in and a borough of opportunity for all its residents. Operating at an estate level, Estate Improvement Strategies will seek to improve services and improve the quality of life for residents. Whilst estate-focused, they will complement the outcomes of wider programmes of physical and social regeneration occurring in the borough.
- 1.2 This report updates Cabinet on progress towards formulating an estate improvement strategy for the Fulham Court Estate. It describes the methods that are being used; the emerging vision of what the estate could look like in the future, early achievements, and the next steps in the process of developing the strategy. It seeks Cabinet approval to implement the physical improvement programme for the estate.
- 1.3 H&F Homes will work closely with relevant Council Departments to further develop the following proposals. This process will be part of a full ongoing Consultation Programme with residents.

2. A PROFILE OF FULHAM COURT ESTATE – KEY ISSUES

- 2.1 A comprehensive profile of Fulham Court residents has been assembled by the Fulham Court Steering Group. The key facts about the estate and its residents are:
 - Fulham Court Estate is made up of 356 units of mainly family-sized accommodation. At the time of the last census in 2001, it had a population of 350 households and 955 residents.
 - Homes have benefited from the decent homes programme but no environmental improvements have been provided. Tenants report graffiti, vandalism and fly-tipping as big problems. The nine blocks, bounded by high walls and narrow gates, are physically enclosed and not integrated with the surrounding streets.
 - Almost a quarter of the population lives in a lone parent household, well above the borough average, which is 10%.

- It is a crowded place with a population density of 232 people per hectare; more than twice the borough average. 50 households are registered for a transfer because of overcrowding.
- The estate has a high adult to child ratio of 3:1 compared to a borough ratio of 4:1. Indications from more recent data are that the adult to child ratio is now closer to 3:2.
- It is not a popular place to live. There is a high number of transfer requests (25%) recorded for people already living on the estate and no transfers recorded on to it over the last year. The estate is cut off from the surrounding neighbourhood.
- The main rehousing source for Council tenants on the estate is the waiting list – 37.1%, which is a higher proportion than LBHF estates generally. 15.8% were formerly homeless households which is again higher than the proportion on LBHF estates generally. Given the waiting list and homeless acceptances were the source of the majority of lettings in 2008/09, the over-representation will continue if the current approach continues.
- The estate has suffered some particularly serious incidents of crime over the last year. Drug dealing and drug use are problems on the estate. In the 9 months up to December 2008 crime increased overall compared to the previous 9 months. The highest increase was in the number of common assault offences and in drug arrests. The police and Community Safety Division are of the view that the current physical layout of the estate aids crime and acts of anti-social behaviour.
- Many young people are in need. Almost a third of Fulham Court pupils have been recorded as having identified learning difficulties. The NEET population for Town Ward, that is young people not in education, employment or some form of training, is above average for the borough.
- The average income is very low (46% of households subsisting on less than £20K pa) with 61% of Council tenants on housing benefit.
- There are high levels of debt (12.4% of tenants are in rent arrears of 4 or more weeks (the average across HFH stock is 9.9%). 22, that is, almost half of all leaseholders are in service charge arrears.
- Employment levels solely for the estate are not available. However Fulham Court and Lancaster Court combined have one of the highest levels of worklessness in the borough at 26% for working age people. 11% of the working age population is on Incapacity Benefit, which is above the borough average, and lone parents account for 1 in every 3 of the working age population on some form of benefits (the borough average is 1 in 5).

- There is a disproportionately high level of acute or statutory services work with residents while there is a low take-up of early-intervention, information and non-crisis services.
- Community involvement has been patchy, with poor attendance at focus groups and, until recently, no TRA on the estate in the last four years.

- 2.2 The emerging picture of the estate is its separation - both spatial separation from the surrounding, traditional 19th century terraced street pattern which characterises the urban fabric immediately adjacent to the estate boundaries and social and economic separation, illustrated by the evidence base of data on worklessness, ill health, education and exclusion from mainstream service take up.
- 2.3 The challenge and vision for the future is to reduce this "separateness", to physically connect the estate to the surrounding neighbourhood. Phase 1 of the strategy will break down the physical barriers of the estate in relation to the surrounding area and improve the layout of the estate and common areas as well as improve the quality of the landscape.

3. PHASE 1- PHYSICAL IMPROVEMENT PROGRAMME

3.1 Development and scope of environmental work

- 3.1.1 Living Architects were commissioned by the Steering Group to develop a proposal to improve the environment of the estate. The architects have developed a proposal for a comprehensive improvement programme that could be achieved within a 3 year period and which tackles the challenges presented by the poor layout of the estate and its environment. See *appendix 2 'Fulham Court and Barclay Close Estates Environment Improvement Strategy outline brief dated November 2009'*. Numbers in brackets () below refer to page numbers of this document

The key features of the proposals are:

Facilitate better parking arrangements; improve street landscaping to reflect the look of nearby roads, provide better pedestrian access and possibly reduce access points into the estate, and utilise the arch on the Fulham Road entrance to create a new shop unit.

Which could be achieved by:

- *removal of the estate gates (2), (3) and redefining the street boundaries to the properties facing onto Shottendane Road so they respond to the street rather than turn their back on the street (4).*
- *Continuing existing roads into the present estate by removing the 'estate barrier' that currently exists.(2), (6), (7)*

- *The estate roads to be redefined with some roads being resurfaced to signify access for parking and service vehicles only, and other roads converted into Homezones. (6), (7), (14)*
- *Surface treatments enhanced to define highways and parking. (9), (14),*
- *Enhance refuse storage facilities (13)*

Integration of Fulham Court Estate and Barclay Close to create an enhanced neighbourhood and remove the physical divisions between the two communities which could be achieved by:

- *changing the physical layout so that Block J may be accessed off Barclay Close, (6),*
- *the existing walls, fences and tenant stores that form a physical boundary between the two estates to be removed (stores relocated), (8), (9), (10), (12),*
- *new parking areas formed to 'penetrate' between the two estates and new access routes opened up, (9).*
- *provide rationalised pedestrian routes (6)*

Improving the quality of landscaping to communal areas, including the three courtyards within the main blocks of the estate

Which could be achieved by:

- *developing a landscaping scheme throughout the two estates designed to specifically enhance the neighbourhood by appropriate selection of hard landscaping, low level and medium level planting and choice of trees.(5), (8), (9), (12), (14), (16)*
- *Additional work to boundaries to create living walls or green fences, (3), (4), (5)*
- *Breaking down of individual tenant boundary walls to be replaced with fencing and hedges to allow greater natural light into front gardens and additional greening of the environment at ground level. (4), (12)*
- *Courtyards to be specifically focused to serve the needs of the community with each courtyard having a different treatment. (15), (16), (17).*
- *Encourage greater 'ownership' of the courtyards by the tenants.*

3.1.2 Providing for a new Children's Centre (subject to any necessary statutory consents).

3.1.3 The proposals are ready to be presented to residents for their further refinement and development prior to implementation. Following this process, the Cabinet will then be able to consider the approval of a final scheme.

3.2 Provision of a Children's Centre within the area (10)

- 3.2.1 The proposals also include providing a Children Centre to serve the central and northern Fulham Area. Children's Centres are one stop shops for parents/carers with children under the age of 5. The aim of the children's centre programme is to have a Children's Centre in every community by 2010. The word community is used to define an area which has approximately 800 children under the age of five.
- 3.2.2 Fulham Court has been identified by the Children's Services Department as a particularly important location for a Children's Centre due to its level of vulnerable families as evidenced in the resident profile and its close proximity to other local housing estates. It is currently serviced via a two area model Children's Centre where the majority of the activities take place at the Sands End Community Centre – with limited activities taking place on the neighbouring Vanston Estate and Fulham Primary School. Unfortunately families do not tend to travel to Sands End and as it is expected that activities should be within a reasonable pram pushing distance, a more northern Fulham location is ideal. It is important to note however that the centre is not for the exclusive use of the estate and is open to the wider community.
- 3.2.3 The proposed location of the new centre, which could also later accommodate a community centre for the area, will assist in breaking down barriers for local families and encourage wider use of the much needed facility. The preferred location has a road which leads directly from the Fulham Road and is within a short distance to the Cassidy Medical Centre, enabling easy access for residents from the local area to use the centre and reducing any perception that it is just for Fulham Court residents.
- 3.2.4 Replicating the successful model of combining a Children's Centre with a community centre similar to the centre developed on the Old Oak Estate will enable a seamless service to be delivered under one roof.
- 3.2.5 The centre will provide a range of appropriate activities for children and will also provide support, information and advice for parent/carers. This focuses particularly on school readiness for children, family support, parenting, health initiatives such as healthy eating, cooking on a budget, family learning and information and advice on back to work initiatives.
- 3.2.6 A decision to move ahead with the provision of a Children's Centre is urgent. The council has a capital allocation of £450,000 (which comes from the DCFS) available to provide a centre and this needs to be spent by the end of March 2011. DCSF revenue funding has also been confirmed until the end of March 2011. The revenue allocation for a

phase three centre is £100,000 per annum and the identified provider for this project is a voluntary sector organisation – the Pre-school Learning Alliance.

4. FUNDING PLAN

4.1 Revenue Funding:

4.1.1 The Strategy will be implemented using existing revenue resources; no additional council revenue is being sought at this stage. It is likely that the physical improvement scheme will result in the need for an increase in maintenance to the landscaping across the area. This will be met from existing budgets.

4.1.2 An allocation of £100,000 revenue to support the Children’s Centre has been confirmed by DCSF until 2011 and work is underway to develop the service from within the existing community centre for the time being during 2009/2010 to enable local users to help design and commission the planned new Children’s Centre.

4.2 Capital Funding:

4.2.1 The physical improvement proposal for phase 1 of the strategy is expected to cost £4.5m over a three year period. The majority of funding for this work will be provided through the HRA Disposal Receipts. The funding will be further supplemented by the DCSF allocation of £450,000 towards the Children’s Centre.

4.2.2 In summary the expenditure/ income profile for the physical improvement project is as set out below: Appendix 1 set out the illustrative costs of the components parts of the programme.

Capital Budget & source	2009/2010	2010/2011	2011/2012	2012/2013	Total
Funding from DCSF (Children’s Centre)	£ 70,000	£ 380,000			£ 450,000
Funding from HRA Disposal Receipts	£ 30,000	£ 771,000	£1,963,000	£1,293,000	£4,057,000
Total funding	£ 100,000	£1,151,000	£1,963,000	£1,293,000	£4,507,000

Proposed Expenditure	2009/2010	2010/2011	2011/2012	2012/2013	Total
Fees	£100,000	£ 95,000	£ 355,000	£ 77,000	£ 627,000
Works		£1,056,000	£1,608,000	£1,216,000	£3,880,000
Total	£100,000	£1,151,000	£1,963,000	£1,293,000	£4,507,000

5. IMPLICATIONS FOR LEASEHOLDERS

- 5.1 It is likely that some limited elements of the planned works would be chargeable to leaseholders living on the estate. There are only 50 leaseholders and of these only 2 are resident leaseholders. The precise detail of this will not be known until the project has been fully developed through consultation with all residents, including leaseholders. The Council will need to comply with Section 20 of the Landlord and Tenant Act 1985 (as amended by section 151 of the Commonhold and Leasehold Reform Act 2002) in determining the charges for each individual leaseholder. Full details of the implications will be provided at Tender Approval stage. The programme to develop the physical improvement scheme includes provision to meet the statutory requirements for notification and consultation about the proposals prior to the project being put forward for approval.

6. COMMUNITY ENGAGEMENT AND THE FUTURE OF THE COMMUNITY CENTRE

- 6.1 The Fulham Court Estate has its own community centre building, but it is at the end of its useful life. Some minor improvements have been completed recently to enable the emerging resident's group to use the centre for meetings and events. The centre will also be used to consult and involve residents in the further development of the strategy, but it may be possible to replace the building in a later phase of the programme.
- 6.2. The emerging strategy includes expansion of outreach services and the existing building would not provide sufficient fit for purpose space to deliver such services in the long term. It is currently proposed to provide a replacement community centre above the new Children's Centre and for the existing community centre site to be released for new build homes.
- 6.3 The principle of creating a flexible space with a broad variety of uses, which is accessible and attractive to the wider community and with the space fully utilised will underpin the development of a business plan for a new community centre. Phase 1 of the programme will create the

Children's Centre only. However, the building will be developed with the intention of being able to add a second floor for a community centre to be provided as part of a later phase. The design and use of such a facility will be subject to further detailed discussion with residents and service providers prior to establishing a proposal for implementation.

- 6.4. After a long period of low levels of resident engagement on the estate, HFH, the Council, the Police and HAFFTRA have been actively engaged in discussions with residents in recent months. This has resulted in the development of a positive relationship with key residents who are being supported to enable a Tenants and Residents Association to be developed. The strategy seeks to continue to offer support to residents to facilitate their input into the future plans for the estate and to enable residents to directly provide feedback on service quality and delivery.

7. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

- 7.1. Legal Services have not yet seen proposals for physical improvements to the estate and it would be advisable for them to be consulted in due course (particularly in the context of potential interference with public rights of way or rights granted to leaseholders or shop tenants).
- 7.2. The service charge provisions in the standard forms of right to buy lease entitle the Council to charge leaseholders for improvements to the estate (subject to the statutory requirement that the relevant costs have been reasonably incurred). Normally the Council has a duty to recover money in such circumstances and accordingly the Council should consult with and serve statutory notice on leaseholders in due course pursuant to Section 20 Landlord and Tenant Act 1985 and regulations thereunder, so as to ensure that a valid demand can be made in respect of those items considered appropriate for re-charge to leaseholders.
- 7.3. Leases granted to leaseholders give them easements and rights in relation to the common areas of the estate, but they also reserve to the Council the right to make changes to the common areas including to their layout.
- 7.4. Secure tenants are not granted express rights over the common areas of the estate, but it will still be necessary to consult with them under Section 105 Housing Act 1985 (matters of housing management substantially affecting secure tenants).
- 7.5. Consent from the Secretary of State at DCLG will be needed under Section 12 Housing Act 1985 to provide a Children's Centre (and probably

also the replacement community centre in due course). As the centre will not exclusively serve Council tenants and leaseholders, it is possible the Secretary of State may require a financial adjustment in favour of the HRA.

- 7.6. Care needs to be taken in the context of estate improvement strategies to ensure that the level of resources devoted to any one estate is not disproportionate and can be justified as reasonable having regard to the needs of all estates in the borough.

8. COMMENTS FROM ENVIRONMENT DEPARTMENT (BUILDING TECHNICAL SERVICES)

- 8.1 The proposed improvements to the Estate will need to take account of the fact that a number of Council owned shops which front onto Fulham Road have rights of access for servicing over the rear of block A.
- 8.2 Also the current proposed location of the new Community facility may require part of Cassidy Road to be “stopped up” as the current design of the facility shows the property to be constructed on part of the road.

9. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 9.1 **Capital Implications.** The report sets out proposed improvements (phase 1) to the Fulham Court Estate. The estimated capital cost is £4.507m of which it is planned to fund £4.057m from Council resources (the decent neighbourhoods ‘pot’) and £0.450m from government grant. The government grant relates to the provision, as part of the scheme, of a children’s centre and has to be used by March 2011. There are forecast to be sufficient resources within the decent neighbourhoods ‘pot’, which has been built up from the sale of HRA assets, to fund the council contribution to the scheme – the ‘pot’ stood at £12.8m at the start of 2009/10.
- 9.2 The net Council contribution will reduce in line with the recovery of leaseholder contributions. Such potential charges will need to be
- 9.3 Part of the scheme provides two sites for new homes through rationalisation of land use. The actual process through which the new housing will be delivered has yet to be agreed and will be subject to a further report.
- 9.4. **Revenue Implications.** The main revenue implications relate to the provision of the Children’s Centre. The centre will be managed by a

voluntary organisation who will receive government grant funding of £0.1m per annum (agreed until March 2011). The grant conditions set out guidelines as to the expectations of what the funding must be used for. For the Children's Centre at Bishop's it will be used for a 0.5 manager, a FTE outreach family support officer and provision of crèche staff plus admin. The outreach staff must contact all families with new born babies within 8 weeks. They will be expected to provide services 50 weeks per annum Monday to Friday and where necessary on Saturdays, for example to target fathers. The services are free of charge to residents. It is not anticipated that the grant funding will be sufficient for a rent to be paid for use of the Children's Centre.

- 9.5 As regards the HRA, there are no immediate important implications as the Phase 1 programme only involves environment works and does not involve any loss or gain in dwellings. There is a slight risk that grounds maintenance costs could be higher if the local community enterprise cannot contain the costs within budget.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Fulham Court Resident Profile and Service Audit ; Fulham Court Practitioners' Workshop feedback	Riad Akbur Ext. 4043	Community Services/ 145 King Street
2.	'Choice for parents, better start for children'; Guidance documents: Phase 2 and Phase 3 Children's Centre	Pat Bunche Ext. 3772	Children's/ Barclay House

FULHAM COURT ESTATE & BARCLAY CLOSE, ENVIRONMENTAL IMPROVEMENT STRATEGY - Estimated costs per element

	Year 1		Year 2		Year 3		Year 4		Total
	Works	Fees etc	Works	Fees etc	Works	Fees etc	Works	Fees etc	
Element 1: Entrances		13,000	170,000	12,000					195,000
Element 2: New Childrens Centre	355,000	95,000	261,000	39,000					750,000
Element 3: Infill Arch , additional shop unit		43,000	490,000	32,000					565,000
Element 4: Courtyard Improvements		94,000	1,032,000	61,000					1,187,000
Element 5: Road Improvements		43,000	581,000	47,000					671,000
Element 6: Parking & External Home Layouts		47,000	103,000	68,000	845,000	40,000	36,000		1,139,000
Totals	355,000	335,000	2,637,000	259,000	845,000	40,000	36,000	-	4,507,000

FULHAM COURT ESTATE & BARCLAY CLOSE, ENVIRONMENTAL IMPROVEMENT STRATEGY - Estimated costs per element
Appendix 1

	Year 1		Year 2		Year 3		Year 4		Total
	Works	Fees etc	Works	Fees etc	Works	Fees etc	Works	Fees etc	
Element 1: Entrances		10,000	150,000	10,000	20,000	5,000			195,000
Element 2: New Childrens Centre		90,000	550,000	39,000	61,000	10,000			750,000
Element 3: Infill Arch , additional shop unit			150,000	43,000	300,000	22,000	40,000	10,000	565,000
Element 4: Courtyard Improvements			100,000	71,000	750,000	71,000	182,000	13,000	1,187,000
Element 5: Road Improvements				10,000	331,000	57,000	250,000	23,000	671,000
Element 6: Parking & External Home Layouts				28,000	245,000	91,000	739,000	36,000	1,139,000
Totals	-	100,000	950,000	201,000	1,707,000	256,000	1,211,000	82,000	4,507,000

Fulham Court and Barclay Close Estates

Environment Improvement Strategy

outline brief

November 2009.



Introduction

living-architects and Madlin+Maddison were commissioned by H&F Homes in the summer of 2009 to provide initial advice on how the environment of Fulham Court could be improved with the aim directing The Fulham Court Action Plan Environmental Improvements. This report now forms the basis of the brief document for further development.

The broad aims of the environmental improvement are:

- Create a sustainable community on the Fulham Court and Barclay Close Estates
- Consider the joining of the Fulham Court and Barclay Close estates to create one larger neighbourhood.
- Remove estate 'boundaries' and remove segregation of the estates from the surrounding areas.
- Improve the 'feel' of the neighbourhood through a series of environmental improvements to improve the living standards of the existing residents.
- Improve the environment of Fulham Court to attract a greater proportion of leaseholders onto the estate.
- Improve the facilities for the storage of refuse.
- Create opportunities for additional residential development.
- Provide and enhance community and children's facilities on the estate to serve the estate and the wider neighbourhood.
- To consult with the tenants of the estates on the design and programming for the works
- To implement the approved design in suitable phases or work sections to minimise the disruption to tenants as far as reasonably practicable.

The following pages identify areas within and around the estates where problems are perceived to exist and suggestions on how these may be enhanced. These items are not exhaustive and solutions suggested are given to assist with design development.

Estate Entrance

Issues

- Entrance piers and walls give feeling of a gated community
- Separation of estate from surrounding area and streets
- Signage is unwelcoming.
- Gateway is narrow, and cuts off access from the street
- No integration with the surroundings.
- Stands apart from, not integrated into the community

Suggestions

- Remove existing boundary entrance gate, piers and walls.
- Widen access road to read as a continuation of Elmstone Road.
- Fulham Court Estate signage to be removed.
- Create a traditional cross road junction, allowing the feel of Elmstone Road to continue in to the estate.
- Street and paving surfaces integrated in to the surroundings.



Secondary Entrances

Issues

Pedestrian Access from Fulham Road

- Access threatening.
- Inadequate lighting
- Congregation point for undesirable activity.
- No apparent purpose. It goes nowhere!
- Unattractive.

Access from Shottendane Road

- Disused road access
- Piers and gates reinforce separation from surroundings
- Hard surfaces.

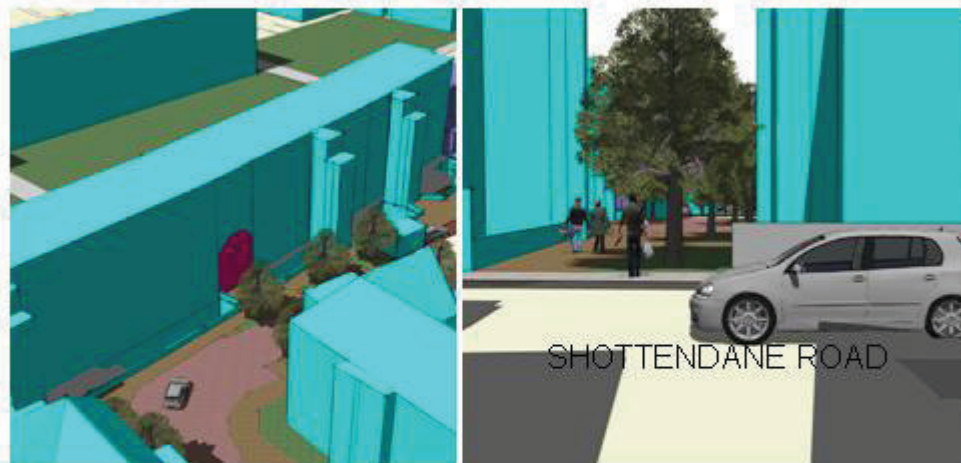
Suggestions

Main pedestrian entrance off Fulham Road

- Close off access .
- Infill archway with additional retail unit.

Secondary entrance from Shottendane Road

- Remove vehicle access road.
- Remove entrance gate , piers and high walls
- Create a single pedestrian entrance.
- Improve soft landscaping – create a green infill.



Street Boundary

Issues

- Rear garden screen fences do not address street.
- Visual barrier.
- Alienation of surroundings.
- Reinforces segregation.

Public access path off Shottendane Road

- No natural surveillance.
- Threatening environment.
- Unattractive.
- Inadequately lit.
- Magnet for anti-social behaviour.



Suggestions

- Remove or lower fences
- Boundary walls to be combination of low walls with either railings or hedges above
- Consider adding direct access to street from properties to enhance variety.

Public access path

- Close off path.
- Potential for additional gardens to adjacent units.



Railway Boundary

Issues

- Boundary fencing hostile – industrial type.
- Allows unappealing views over parking lot and station
- Undefined landscaping
- Under-utilised and undefined spaces.
- Inadequate lighting



Suggestions

- Screen existing boundary fence with timber fencing to provide visual barrier to the surroundings.
- Define the landscaping by implementing planting beds as shown
- Enhance landscaping against fences with increased height and density.
- Improve lighting with mixture of low and high level.
- Provide seating to create a meeting place.



Hierarchy of Access Routes

Issues

- There is no hierarchy of routes.
- Cars dominate throughout.
- The estates are separated from the surroundings.

Suggestions

- Create a defined hierarchy of access routes throughout the Fulham Court and Barclay Close Estate.
- Integrate the Fulham Court access into the adjacent street pattern.
- **Level 1**
- Extend Elmstone Road into the centre of the site.
- **Level 2**
- Vehicular and pedestrian access into principle parking areas.
- Extend Barclay Close roadway to serve existing Block J parking areas and Ball Court.
- **Level 3**
- Create Home Zone areas with pedestrians to dominate over vehicles.
- **Level 4**
- Pedestrian access routes only.
- existing pedestrian routes closed off.



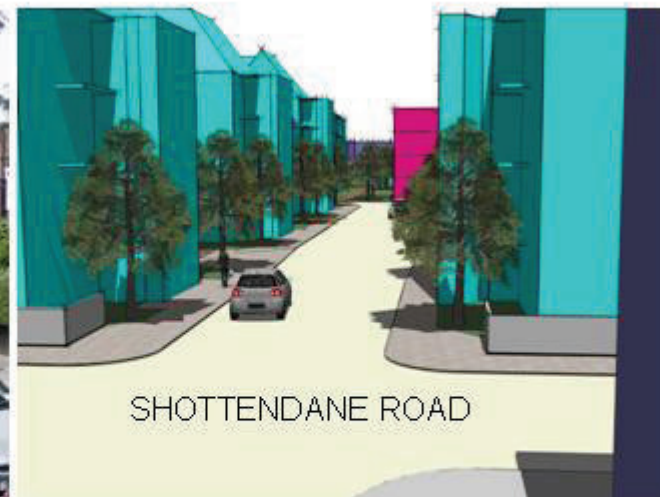
Estate Main Access Road

Issues

- Hard landscaping.
- Minimal soft landscaping.
- No street parking.
- Little definition between private and public area.
- incoherent surface finishes.
- Little sense or definition of 'place'.
- Inadequate lighting.
- No hierarchy of public and private routing.

Suggestions

- Re-define the street as a typical London Street.
- Define hierarchy of access. Road to read as main access, with secondary routes off.
- Express as a continuation of Elmstone Road.
- Enable on-street parking
- Add street trees
- Define private boundaries with low walls, railings and hedges to incorporate soft landscaping
- Remove bollards
- Adopt coherent use of materials for roads and footpaths
- Adopt 'traditional' street signage.
- Remove all 'estate' type signage
- Individual block naming signage for clarity.



Barclay Close Enhancements

Issues

- Sharing of facilities on one estate not apparent to the other.
- The two estates 'feel' very different.
- Large areas of undefined open spaces.
- Landscaping minimal and uninspiring.

Suggestions

- Extend Barclay Close road to serve Fulham Court Block J, ball court and parking.
- Potential to create a new accommodation block
- Potential to create new community building.
- Allow parking and landscaping areas within Fulham Court to extend into Barclays Court.
- Provide additional parking.
- Provide a coherent landscaping strategy with hierarchy of landscape design.
- Enhanced lighting and integrated CCTV.



Redefining Boundaries

Issues

- Physical barriers exist between the two estates
- Allocation of open space in-balanced between the estates
- Poor utilisation of land
- Poor definition of parking places, footpaths and highway uses.

Suggestions

- Remove fences and walls
- Relocate the external store blocks
- Create inset bay parking perpendicular to the road to minimise on street parking.
- Enhance landscaping with shrubs and trees behind parking spaces
- Allow landscaping to 'flow' between the two estate areas.
- Allow landscaping to define spaces.
- Enhance lighting.



Community Facility

Issues

- Existing building is temporary structure.
- Inadequate for current need
- Poorly sited
- Prone to vandalism
- No potential to expand in to the surrounding landscape i.e. using the out door space in the summer for communal activities

Suggestions

- Provide new building on new site located in the heart of the wider community.
- Provide a larger, enhanced facility
- Opportunity to create a 'signature' building
- Greater natural surveillance.
- Better use of land.



Development Opportunities

Central Site

- Realignment of the road serving block J creates a new development opportunity in the heart of the estates.
- Potential to provide 16 x 2bed-4person flats
- Provide enhanced landscaping
- Additional security and background lighting



Existing Community Building Site

- Removal of community building allows for re-organisation of the southern parking area
- Potential to provide 18 x 1bed-2person flats along the railway boundary
- Rationalise parking layout
- Provide enhanced landscaping
- Additional security and background lighting
- Enhance of surface materials by adopting hierarchy of finishes.
- Potential to increase private gardens to existing units



Landscaping Improvements

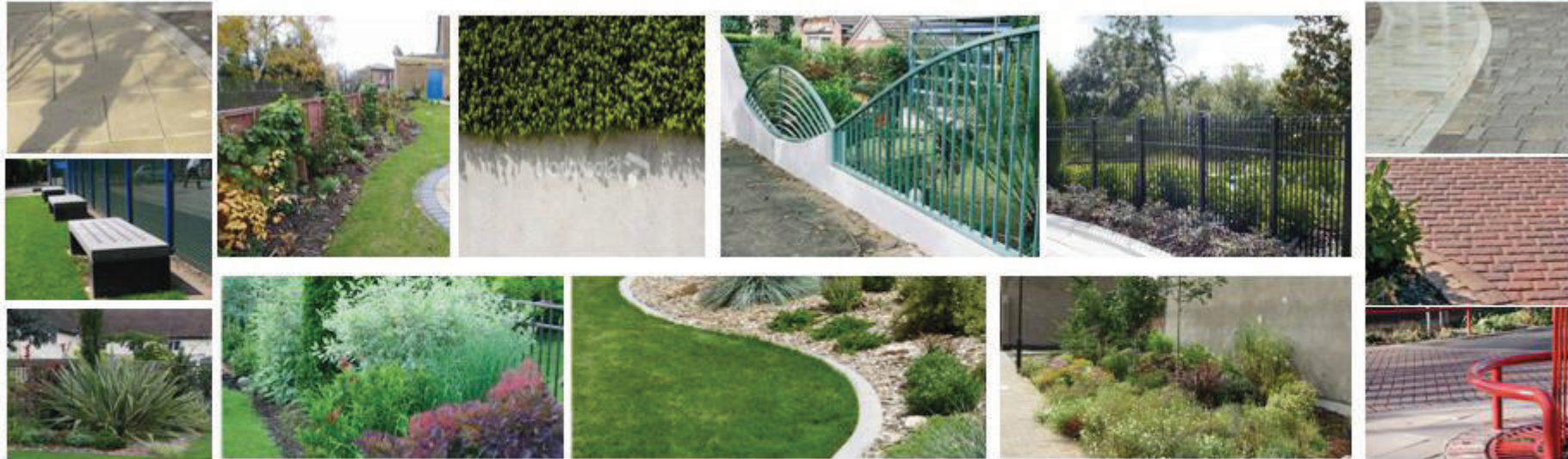
Issues

- Existing soft landscaping ill defined and uninspired.
- Garden walls create barriers preventing integration of public and private spaces.
- Minimal landscaping within the heart of the streetscapes.
- Garden walls give opportunities for anti-social behaviour.
- Opportunities to enhance soft landscaping lost.
- Landscaping strategy unstructured and incoherent.



Suggestions

- Provide additional areas for landscaping by reducing roadway width to minimum.
- Create either additional public real landscaping and/or extend private gardens.
- Reshape soft landscape areas with realigned boundary walls and pathways.
- Create an overall landscaping strategy, to provide a coherent design with hierarchy of plant and tree sizes, depths of planting, and enhancement of boundaries.
- Enhance lighting with high and low level fittings.
- Remove or lower private boundary walls and incorporate fences and or hedges to allow greening of private gardens.
- Adopt a wider pallet of materials to enhance impression of the hierarchy of spaces.
- Use trees and shrubs instead of bollards.



Refuse

Issues

- Fly tipping prevalent.
- Bins not returned into refuse stores, inadequate provision?
- Lack of recycling facility.



Suggestions

- Fully assess refuse need and develop a site wide refuse storage strategy based on need.
- Create additional defined refuse storage areas as required.
- Create a large items refuse store facility.
- Provide a centralised recycling facility.

Home Zones

Suggestions

- Create Home Zones to enforce a reduced speed limit of 10 miles an hour. Bring hierarchy of landscaping into the existing streetscape by narrowing of roadway to absolute minimum for refuse and fire vehicles.
- New landscaping as communal areas and / or within enlarged private gardens
- New high and low level lighting
- Enhance paving and roadway finishes
- Minimise parking in home zone areas
- Bring soft landscaping into the heart of the public areas of the estate
- Reduce height of private boundary walls and enhance with railings and hedges
- Continue Home Zone around to incorporate the pedestrian entrance off Shottendane Road to give a sense of arrival.
- Enlarge rear courtyards of shops and provide additional security to rear access.
- Bring existing disused basements in to use.



Private Courtyards

Issues

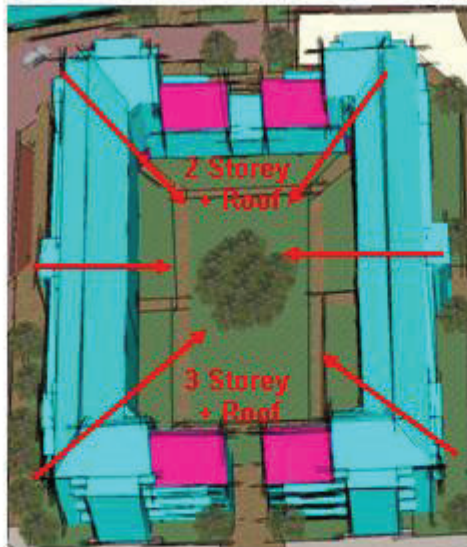
- Lack of ownership – Who owns this space?
- Access – security, public or private?
- What is the function?
- Overpowered by buildings – lack of sunlight
- Hostile boundaries
- Poor definition of space.



Courtyards

Suggestions

- Create direct access in to the courtyard from the block for the residents on the upper floor to create a private courtyard and to be used by the residents.
- Reduce the height of the south-end wing walls of the blocks to allow greater penetration of sunlight into the courtyard, and reduce canyon-like enclosure.
- Reduce the height of the north-end wing walls of the blocks to allow greater penetration of sunlight into the home zone area adjacent to the main pedestrian access from Fulham Road.
- Public access for maintenance only.
- Provide seating and areas for residents to meet.
- Reduce private garden fences and enhance with railings, hedges and boundary planting within courtyard.
- Create external 'rooms' within the garden environment to allow for a variety of uses.



Consultation

h&f homes realise the importance of involving their tenants in the design development and to bring the tenants 'on-board' for proposals that directly affect their neighbourhood.

- This is be achieved by appropriate and ongoing tenant liaison and consultation throughout the design process and into the construction programme.

Summary

- Improve relationship with surroundings
- Coherent strategy for site design
- Hierarchy of access provision
- Integration of the estate into its surroundings
- Less hostile boundaries
- Relocation of community building
- Blurring of the boundaries between Fulham Court and Barclay Close.
- Creation of Home Zone areas
- Enhanced landscape provision with hierarchy of design.
- Softer boundary treatments
- Greater sunlight into courtyards
- Improved amenity for courtyards
- Improved refuse and recycling facilities
- Enhance car parking areas
- Less on street parking
- New building signage and access facilities.
- New lighting and integration of CCTV
- Broad pallet of materials with hierarchy of use



Fulham Court and Barclay Close Estates

Environment Improvement Strategy

outline brief

November 2009.

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Agenda Item 14



FORWARD PLAN OF KEY DECISIONS

Proposed to be made in the period January 2010 to April 2010

The following is a list of Key Decisions, as far as is known at this stage, which the Authority proposes to take in the period from January 2010 to April 2010.

KEY DECISIONS are those which are likely to result in one or more of the following:

- Any expenditure or savings which are significant, regarding the Council's budget for the service function to which the decision relates in excess of £100,000;
- Anything affecting communities living or working in an area comprising of two or more wards in the borough;
- Anything significantly affecting communities within one ward (where practicable);
- Anything affecting the budget and policy framework set by the Council.

The Forward Plan will be updated and published on the Council's website on a monthly basis. (New entries are highlighted in yellow).

NB: Key Decisions will generally be taken by the Executive at the Cabinet. The items on this Forward Plan are listed according to the date of the relevant decision-making meeting.

*If you have any queries on this Forward Plan, please contact
Katia Richardson on 020 8753 2368 or by e-mail to katia.richardson@lbhf.gov.uk*

Consultation

Each report carries a brief summary explaining its purpose, shows when the decision is expected to be made, background documents used to prepare the report, and the member of the executive responsible. Every effort has been made to identify target groups for consultation in each case. Any person/organisation not listed who would like to be consulted, or who would like more information on the proposed decision, is encouraged to get in touch with the relevant Councillor and contact details are provided at the end of this document.

Reports

Reports will be available on the Council's website (www.lbhf.org.uk) a minimum of 5 working days before the relevant meeting.

Decisions

All decisions taken by Cabinet may be implemented 5 working days after the relevant Cabinet meeting, unless called in by Councillors.

Making your Views Heard

You can comment on any of the items in this Forward Plan by contacting the officer shown in column 6. You can also submit a deputation to the Cabinet. Full details of how to do this (and the date by which a deputation must be submitted) are on the front sheet of each Cabinet agenda.

LONDON BOROUGH OF HAMMERSMITH & FULHAM: CABINET 2009/10

Leader:	Councillor Stephen Greenhalgh
Deputy Leader (+ Member for Environment):	Councillor Nicholas Botterill
Cabinet Member for Residents' Services:	Councillor Paul Bristow
Cabinet Member for Housing:	Councillor Lucy Ivimy
Cabinet Member for Children's Services:	Councillor Sarah Gore
Cabinet Member for Strategy:	Councillor Mark Loveday
Cabinet Member for Crime and Street Scene:	Councillor Greg Smith
Cabinet Member for Parks, Culture and Heritage:	Councillor Frances Stainton

Forward Plan No 92 (published 15 December 2009)

LIST OF KEY DECISIONS PROPOSED JANUARY 2010 TO APRIL 2010

Where the title bears the suffix (Exempt), the report for this proposed decision is likely to be exempt and full details cannot be published.

New entries are highlighted in yellow.

* All these decisions may be called in by Councillors; If a decision is called in, it will not be capable of implementation until a final decision is made.

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	11 Jan 2010	Capital Programme and Revenue Budget 2009/10 month 6 amendments	Leader of the Council
	Reason: Expenditure more than £100,000	The purpose of this report is to seek approval for changes to the capital programme and the revenue budget.	Ward(s): All Wards;
Cabinet Full Council	11 Jan 2010	Licensing Act 2003 - Fulham Town Centre - Adoption of a Special Licensing Policy	Cabinet Member for Crime and Street Scene, Deputy Leader (+Environment)
	27 Jan 2010	The Council is under a duty to make revisions to its statement of licensing policy at such times as it considers necessary and appropriate. Following an extensive evidence gathering period the Council considers it may be necessary and appropriate to introduce a special policy in relation to cumulative impact. The effect of adopting such a policy would be to create a rebuttable presumption that applications for new premises licences or club premises certificates or variations that are likely to add to the existing cumulative impact will normally be refused, where a relevant representation has been made, unless the applicant can demonstrate that there will be no negative cumulative impact on one or more of the licensing objectives.	Cabinet Member for Crime and Street Scene, Deputy Leader (+Environment)
	Reason: Budg/pol framework		Ward(s): Fulham Broadway; Parsons Green and Walham Town;

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet Full Council	11 Jan 2010	Council Tax base and collection rate 2010/2011 This report contains an estimate of the Council Tax Collection Rate and calculates the Council Tax Base for 2010/2011.	Leader of the Council
	27 Jan 2010		Leader of the Council
	Reason: Budg/pol framework		Ward(s): All Wards;
Cabinet	11 Jan 2010	Approval to award the following term contracts for resurfacing & road marking 2010 to 2015 (part exempt)	Deputy Leader (+Environment)
	Reason: Expenditure more than £100,000	Following a competitive tendering process, approval is sought to award this contract to the contractor (tenderer) assessed to have submitted the most economically advantageous tender to the Council to deliver the works. A separate report on the exempt part of the agenda provides confidential information regarding the tender process for this contract.	Ward(s): All Wards;
Cabinet	11 Jan 2010	Highway Maintenance approval of the 2010/11 programme	Deputy Leader (+Environment)
	Reason: Expenditure more than £100,000	The purpose of the report is to seek approval for the projects listed within the Carriageway and Footway Planned Maintenance programme.	Ward(s): All Wards;
Cabinet	11 Jan 2010	Community Equipment Service - appointment of framework provider	Leader of the Council
	Reason: Expenditure more than £100,000	The report seeks permission to enter into a framework agreement with Medequip as the community equipment across 9 London Boroughs. We are also seeking permission to extend the current Section 75 agreement with H&F NHS and Imperial College NHS trust to cover the duration of the contract as well as extending the current Community Equipment	Ward(s): All Wards;

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
		Contract with Medequip to the end of March 2010.	
Cabinet	11 Jan 2010	Integration of Children's Services commissioning	Cabinet Member for Children's Services
	Reason: Affects more than 1 ward	This paper sets out proposals to integrate Children's Commissioning between the Children's Services Department and NHS H&F. The Assistant Director Commissioning and Performance will become the Programme Director Children's Commissioning, drawing together a team from both Children's Services and NHS H&F and reporting to the Managing Director NHS H&F. Budget reporting responsibilities will be to both the Managing Director NHS H&F and the Director of Children's Services. The aim of the development is to achieve a coherent approach to children's commissioning, improving services and aiming to improve outcomes for children, identifying efficiencies in commissioning and delivery, whilst forging links to adult commissioning.	Ward(s): All Wards;
Cabinet	11 Jan 2010	Fulham Court Estate improvement strategy: Phase 1: physical improvements	Cabinet Member for Housing, Cabinet Member for Children's Services
	Reason: Expenditure more than £100,000	The emerging estate strategy for Fulham Court will include environmental improvements and other actions to transform the estate. The expected key decisions will be to agree the funding to enable consultation with neighbourhood residents to commence to enable full proposals to be developed and implemented. The scheme will also include the development of a Children's Centre serving the wider neighbourhood.	Ward(s): Town;

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	11 Jan 2010	The Children's Services Integrated Children's System Improvement Project This report seeks the approval for a programme of work in order implement changes to ICS process, and supporting systems in light of a review following the Baby P case and the subsequent Laming report. It also seeks ongoing funding for the Framework Development, Training and Support Team. This team is already in existence and has been funded by the DCSF grant in relation to ICS. Following the DCSF decision to remove the requirement on local authorities to be ICS compliant this funding has ceased.	Cabinet Member for Children's Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	11 Jan 2010	London Borough's Grants Scheme: LBHF Contribution 2010-11 This report gives the background to the LC London Boroughs Grant Scheme and seeks agreement to London Borough of Hammersmith	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	8 Feb 2010	Capital Programme and Revenue Budget 2009/10 month 7 amendments The purpose of this report is to seek approval for changes to the capital programme and the revenue budget.	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet Full Council	8 Feb 2010	Revenue Budget and Council Tax levels 2010/11 This report sets out the proposed 2010/11 revenue budget and associated Council Tax charge.	Leader of the Council
	24 Feb 2010 Reason: Budg/pol framework		Ward(s): All Wards;

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet Full Council	8 Feb 2010	Capital Programme 2010/11 to 2014/15 This report sets out an updated resources forecast and a capital programme for 2010/11 to 2014/15.	Leader of the Council
	24 Feb 2010 Reason: Budg/pol framework		Ward(s): All Wards;
Cabinet	8 Feb 2010	Corporate Planned Maintenance Programme 2010/2011 To consider and agree the 2010/2011 Corporate Planned Maintenance Programme. This programme comprises regular servicing and maintenance of plant and equipment as well as refurbishment and improvement works to all of the Council's property assets excluding schools and housing properties which have their own separate programmes.	Leader of the Council, Cabinet Member for Parks, Culture and Heritage, Deputy Leader (+Environment)
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	8 Feb 2010	Impact of increased child protection demand following the Baby Peter case This report summarises the increased child protection activity and cost arising from the heightened awareness of child protection issues following the publicity given to the case of baby Peter.	Cabinet Member for Children's Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	8 Feb 2010	Fulham Palace - approved caterers To agree that the provision of catering at Fulham Palace should be restricted to the Council's catering division and to a list of the Council's 'approved caterers' selected by open tender	Leader of the Council, Cabinet Member for Parks, Culture and Heritage, Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000		Ward(s): Palace Riverside;
Cabinet	8 Feb 2010	Fulham Palace - single governance and strategic plan	Leader of the Council, Cabinet Member for Parks, Culture and Heritage, Cabinet

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
		The management of Fulham Palace is being transferred to a single managing body. This report seeks approval for: (1) The transfer of the site to the Fulham Palace Trust. (2) The draft strategic plan which sets out, inter alia, the strategic objectives for the Trust for 2009-12 (3) The draft Service Level Agreement which specifies the terms under which a grant will be offered to the Trust by the Council.	Member for Residents Services Ward(s): Palace Riverside;
	Reason: Expenditure more than £100,000		
Cabinet	8 Feb 2010	Procurement of larger family sized accommodation Proposing that the Council, working in partnership with a registered social landlord, purchases up to 18 four bed properties both in and out of the borough to assist the Council's strategies in relation to relieving overcrowding and assisting in meeting urgent housing need.	Leader of the Council, Cabinet Member for Housing Ward(s): All Wards;
	Reason: Expenditure more than £100,000		
Cabinet	8 Feb 2010	Regeneration of 248 Hammersmith Grove - disposal of head lease This report proposes disposal of the head lease to Notting Hill Housing Group (NHHG) for demolition and redevelopment.	Cabinet Member for Housing Ward(s): Addison;
	Reason: Expenditure more than £100,000		
Cabinet	8 Feb 2010	Development of Wormholt and White City Collaborative Care Centre and housing scheme and land swap The preferred scheme for the development of the former Janet Adegoke Leisure Centre site requires a like for like land swap at Wormholt Park .This report details the areas of land to be swapped and the financial implications.	Leader of the Council, Cabinet Member for Parks, Culture and Heritage, Deputy Leader (+Environment) Ward(s): Wormholt and White City;
	Reason: Expenditure more than £100,000		

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	8 Feb 2010	<p>Improving the customer experience online</p> <p>The H&F website was transformed when relaunched in early 2005 with the implementation of the new content management system. Over the last four years, there have been changes and improvements to the website but, despite winning an award for parking permit renewals, it has received no significant improvement overall. This report specifies a number of transactional and usability improvements to the website which would considerably improve service to residents and deliver efficiencies.</p>	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	8 Feb 2010	<p>Disposal of the Bumpsadaisies Day Nursery site, Broomhouse Lane, SW6</p> <p>Authority is sought to sell the freehold interest to the adjoining Parsons Green Sports Club (PGSC), to include re-location of the tenant Bumpsadaisies Nursery within a development proposed by PGSC/Bellway Homes; all subject to Planning consent.</p>	Leader of the Council, Cabinet Member for Children's Services, Deputy Leader (+Environment)
	Reason: Expenditure more than £100,000		Ward(s): Sands End;
Cabinet	8 Feb 2010	<p>Youth Commissioning</p> <p>Details of proposals for youth commissioning within CHSD.</p>	Leader of the Council, Cabinet Member for Children's Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	8 Feb 2010	<p>Ravenscourt Park Station access</p> <p>The Ravenscourt Park Station proposal will improve accessibility to and from the</p>	Deputy Leader (+Environment)
	Reason: Expenditure		Ward(s): Ravenscourt Park;

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
	more than £100,000	station and between bus stops and the station. The improvements will help enhance the walking environment and increase pedestrian safety and sense of security. As part of the proposal, improved cycle parking facilities will be provided and street clutter removed.	
Cabinet	8 Feb 2010	Housing Revenue Account Budget Strategy 2010-11 This report sets out the budget strategy for the Housing Revenue Account (HRA) to 2012/13, with detailed revenue estimates and the proposed rental and service charge increases for 2010/11.	Cabinet Member for Housing
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	8 Feb 2010	Bishop Park's Tennis Courts Improvement Proposing improvements to the existing 15 tennis courts, to include re-introduction of floodlights to illuminate 5 courts, resurfacing of all courts, reconfiguring court layout to include junior courts and 12 LTA courts as well as boundary fencing. Approval is sought to delegate authority to appoint the contractor and for total expenditure of £340k, comprising LBHF capital funding of £170k; £150k of match grant funding from LTA; and £20k from Queens Club.	Cabinet Member for Residents Services, Cabinet Member for Parks, Culture and Heritage
	Reason: Expenditure more than £100,000		Ward(s): Palace Riverside;
Cabinet	8 Feb 2010	BSF - delegation of powers to proceed with procurement process Seeking delegation of powers to senior officers to select two bidders from the pre-qualification questionnaire (PQQ) to Invitation to Proceed with Dialogue 2 (IPD2) shortlist. A recommendation for selected bidder will then be submitted to Cabinet following	Leader of the Council, Cabinet Member for Children's Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards;

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
		close of dialogue and submission of final bids.	
Cabinet	8 Feb 2010	Amendment to Stableway Travellers Site Management Agreement	Cabinet Member for Housing
	Reason: Expenditure more than £100,000	Proposal to update Stable Way Travellers Site Management Agreement between H&F and Royal Borough of Kensington & Chelsea, to fully reflect the changed relationship between the boroughs since the creation of H&F Homes, the Council's Arms Length Management Organisation, which carries out the day to day management of the site, and to allow for an appropriate client management structure to be in place in the event of appointing another provider of management services.	Ward(s): College Park and Old Oak;
Cabinet	8 Feb 2010	Trade Waste Review	Cabinet Member for Crime and Street Scene
	Reason: Expenditure more than £100,000	The trade waste service is currently provided in-house. A review has been undertaken to consider how the service should develop to maximise income, improve debt recovery and ensure enhanced customer satisfaction in this area of the business. Options include expanding the business as and when appropriate to do so, reducing our offer, or working in partnership with another agency to deliver this service.	Ward(s): All Wards;
Cabinet	8 Feb 2010	Riverside Walk Enhancement Report	Deputy Leader (+Environment), Cabinet Member for Parks, Culture and Heritage, Cabinet Member for Housing
	Reason: Affects more than 1 ward	A document used to culminate all policy and guidance related to the riverside walk. The intended use is for all Council officers and all river related issues, riparians, and developers, with the objective of providing a fully connected and high quality riverside walk.	Ward(s): All Wards;

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	8 Feb 2010	<p>Future jobs fund</p> <p>To seek formal approval for LBHF to enter into an agreement with DWP (Department of Work and Pensions) for Future Jobs Fund Funding.</p> <p>This initiative seeks to fund the provision of borough based training and employment services. The council in partnership with the third sector has been successful in winning a bid to the DWP to fund a Future Jobs Fund Scheme. The scheme will provide 80 jobs for unemployed young people age 18-24 years old living in Hammersmith and Fulham. The council has worked in partnership with the voluntary and community sector and these jobs will be sourced from voluntary and community sector agencies, the council will facilitate this project by being the accountable body for the partnership.</p>	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	8 Feb 2010	<p>Vehicle hire: passenger transport</p> <p>Delegated approval is sought to award a vehicle hire contract for passenger transport service to the Directors of Finance.</p>	Cabinet Member for Children's Services, Cabinet Member for Residents Services, Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Full Council	24 Feb 2010	<p>Treasury Management Strategy Report</p> <p>Providing information on the Council's Treasury Management Strategy for 2010/11 including interest rate projections and the borrowing and investment activity reports for the period April to December 2009. Seeking</p>	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards;

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
		approval for borrowing limits and authorisations for the Director of Finance and Corporate Services to arrange the Council's cashflow, borrowing and investments in the year 2010/11.	
Cabinet	8 Mar 2010	Capital Programme and Revenue Budget 2009/10 month 8 amendments	Leader of the Council
	Reason: Expenditure more than £100,000	The purpose of this report is to seek approval for changes to the capital programme and the revenue budget.	Ward(s): All Wards;
Cabinet	8 Mar 2010	Fulham Palace - marquee hire concession	Leader of the Council, Cabinet Member for Parks, Culture and Heritage, Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000	To support functions at Fulham Palace, the Council is proposing to hire a 15m x 12m marquee for erection within the Palace Chaplain's Garden between March and December inclusive for a period of three years. This report seeks approval to appoint the lowest tenderer in accordance with the recommendations of a Tender Appraisal Panel.	Ward(s): Palace Riverside;
Cabinet	8 Mar 2010	Fulham Palace - Phase 3 Heritage Lottery Fund application	Cabinet Member for Residents Services, Deputy Leader (+Environment)
	Reason: Expenditure more than £100,000	The Council wishes to restore and reuse the walled garden and outbuildings at Fulham Palace. This report sets out the structures that are proposed to be restored and reused in partnership with Garden Organic (formerly the Henry Doubleday Research Association). It outlines how the works are proposed to be funded and recommends as the first step a grant application to the Heritage Lottery Fund (HLF).	Ward(s): Palace Riverside;
Cabinet	8 Mar 2010	Approval to award the following term contracts for: street lighting material	Deputy Leader (+Environment)

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
	Reason: Expenditure more than £100,000	supply 2010 to 2013 & street lighting support 2010 to 2013 (part exempt) Seeking approval to award the above contracts to the contractors (tenderer) assessed to have submitted the most economically advantageous tender to the Council to deliver the works. A separate report on the exempt part of the agenda provides confidential information regarding the tender process for this contract.	Ward(s): All Wards;
Cabinet	8 Mar 2010	Business Continuity (part exempt) Approval is sought to the establishment of a major improvement to the Council's business and service continuity.	Leader of the Council Ward(s): All Wards;
Cabinet	8 Mar 2010	Hammersmith and Fulham Carbon Management Plan This report seeks approval for the Council's Carbon Management Plan The Plan outlines the actions required to reduce carbon emissions and expenditure on energy in the delivery of council services.	Deputy Leader (+Environment) Ward(s): All Wards;
Cabinet	8 Mar 2010	Hostel Improvement Report Request to use a portion of the capital receipts from the sale of hostel stock to improve remaining stock	Councillor Lucy Ivimy Ward(s): All Wards;
Cabinet	8 Mar 2010	Single Equality Scheme (2009-11) To seek Cabinet approval to the Single Equality Scheme (2009-11) and action plan. Preparing and publishing an equality scheme is a legal requirement for race, gender and disability. The Single	Leader of the Council Ward(s): All Wards;

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
		Equality Scheme sets out the council's aims and the key actions it will take to create a borough of opportunity with life chances for all.	
Cabinet	29 Mar 2010	Capital Programme and Revenue Budget 2009/10 month 9 amendments	Leader of the Council
	Reason: Expenditure more than £100,000	The purpose of this report is to seek approval for changes to the capital programme and the revenue budget.	Ward(s): All Wards;
Cabinet	26 Apr 2010	Capital Programme and Revenue Budget 2009/10 month 10 amendments	Leader of the Council
	Reason: Expenditure more than £100,000	The purpose of this report is to seek approval for changes to the capital programme and the revenue budget.	Ward(s): All Wards;
Cabinet	26 Apr 2010	IT Strategy	Leader of the Council
	Reason: Expenditure more than £100,000	Seeking approval to the Council's IT Strategy 2010, covering 2010 to 2013, ensuring that the IT provision is aligned with the Council's key priorities and assists the achievement of the Council's value for money objectives	Ward(s): All Wards;
Cabinet	14 Jun 2010	Expansion of requirement to recycle borough-wide	Cabinet Member for Crime and Street Scene
	Reason: Affects more than 1 ward	Following the report that was submitted to the Cleaner and Greener Scrutiny Committee on 17 June 2008, further work has been undertaken to gauge the appropriateness of introducing a requirement to recycle across the borough, now that the single pass waste collections are embedded and a promotional programme has been agreed, to maximise the ongoing and sustainable rise in participation.	Ward(s): All Wards;



Cabinet

11 JANUARY 2010

SUMMARY OF OPEN DECISIONS TAKEN BY THE LEADER AND CABINET MEMBERS REPORTED TO CABINET FOR INFORMATION

CABINET MEMBER

CABINET MEMBER FOR CHILDREN'S SERVICES **15.1 APPOINTMENT OF LEA GOVERNOR – JACK TIZARD SPECIAL SCHOOL**

Councillor Sarah Gore Recording the Cabinet Member's decision to appoint an LEA Governor which falls within the scope of her executive portfolio.

Decision taken by Cabinet Member on 1 December 2009

To reappoint Councillor Minnie Scott-Russell as an LEA Governor to Jack Tizard Special School for a period of four years to 1st December 2013.

Ward: Shepherds Bush Green

CABINET MEMBER FOR CHILDREN'S SERVICES **15.2 APPOINTMENT OF LA GOVERNORS – THE APPOINTMENT OF LEA GOVERNORS – WOODLANE HIGH SCHOOL AND VANESSA NURSERY SCHOOL**

Councillor Sarah Gore Recording the Cabinet Member's decision to appoint an LEA Governor which falls within the scope of her executive portfolio.

Decision taken by Cabinet Member on 2 December 2009

- (i) To reappoint Guy Vincent as an LEA Governor for Woodlane High School for a period of four years, from 22 February 2010 to 21 February 2014
- (ii) To appoint Deepti Bansal as an LEA Governor for Vanessa Nursery School for a period of four years, from 2 December 2009 to 2 December 2013

Wards: College Park and Old Oak; Askew

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